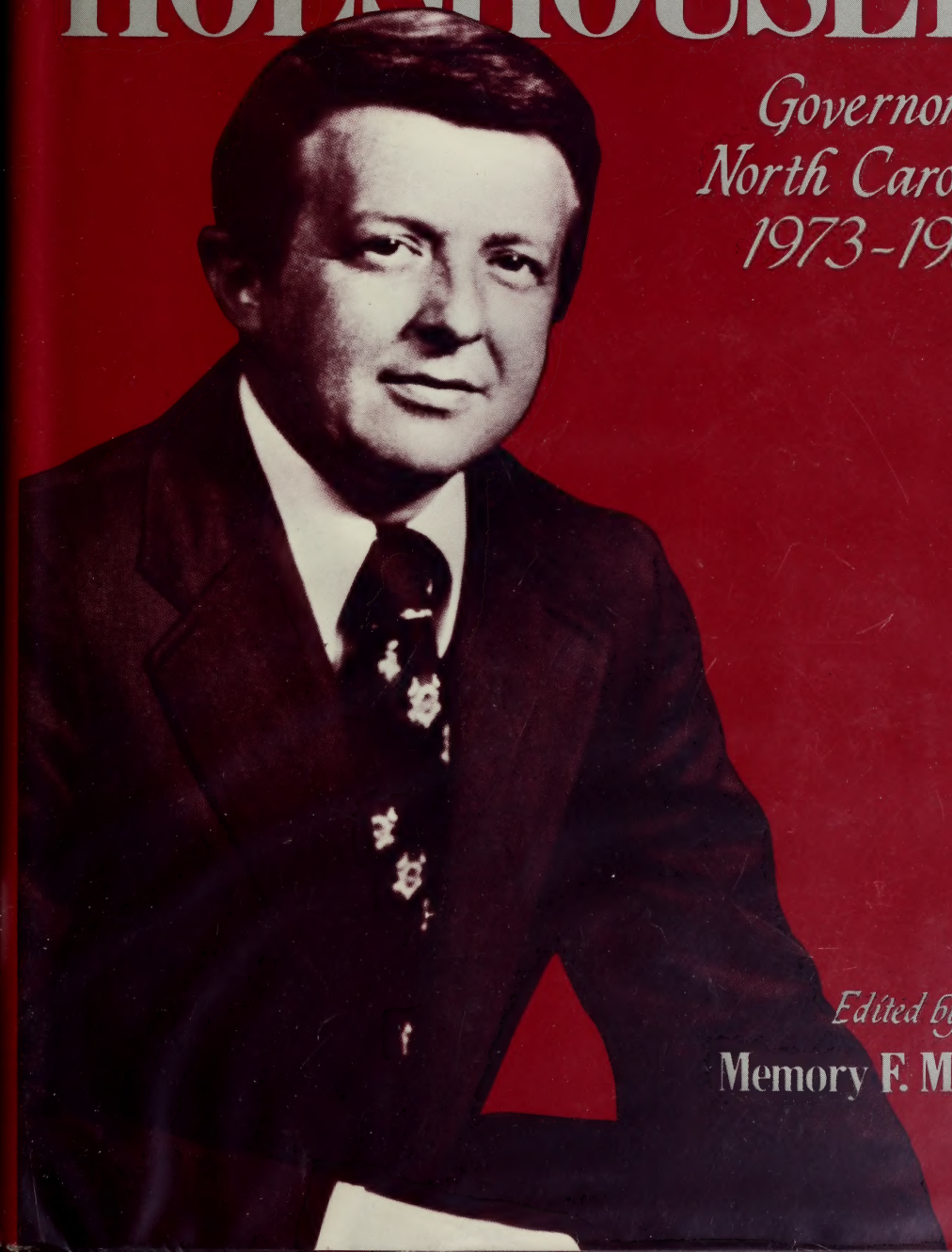
Addresses and Public Papers of

JAMES EUBERT HOLSHOUSER JR.

Governor of North Carolina 1973-1977



Edited by

Memory F. Mitchell

Gov. James E. Holshouser, Jr., was the first Republican governor of North Carolina to be elected in the twentieth century. The administration was, therefore, of great historical significance. Having served in the House of Representatives in the 1963, 1965, and 1969 sessions, the young lawyer from Boone had had experience which served him well as he carried out his gubernatorial duties and as he worked with a Democratic General Assembly.

The Holshouser administration will be remembered for expansion of the kindergarten program; for support of the state's community colleges; for the smooth functioning of the reorganized university system under one Board of Governors; for the operation of a reorganized state government; for strengthening of relationships between state and national governments; for expansion and improvement in highways; for acquisition of parkland; and for health-care provisions, particularly in rural areas where community health clinics were established. The governor showed his support for the state's cultural activities; and he was particularly active in 1976, the year in which the United States observed its bicentennial, when he took part in a number of events held to commemorate that occasion.

A key word to characterize the administration was "efficiency." Early in the administration, Governor Holshouser issued his first executive order which established the Governor's Efficiency Study Commission. Under the leadership of Archie Davis, business firms donated the services of well-qualified men who studied the workings of state government and made recommendations resulting in the saving of millions of dollars. Throughout his four years, the governor was able to cite improvements and savings resulting from the work of this commission.

Despite the necessity for severe budgetary curtailments in the spring of 1976, brought about because of the national economic recession and its effect on North Carolina; despite the repercussions of the scandal of Watergate in Washington; and despite multitudinous problems created because of the energy shortage, the Republican governor could point with pride to the accomplishments of his four years in office.

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ADDRESSES AND PUBLIC PAPERS
OF
JAMES EUBERT HOLSHOUSER, JR.



James E. Holshouser, Jr.

APR 1 2 1979

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GOVERNOR OF NORTH CAROLINA

1973-1977

Edited by

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STATEMENT OF POLICY

Section 121-6 of the *General Statutes of North Carolina* requires that a copy of "all official messages delivered to the General Assembly, addresses, speeches, statements, news releases, proclamations, executive orders, weekly calendars, articles, transcripts of news conferences, lists of appointments, and other official releases and papers of the Governor" be provided to the Department of Cultural Resources. From these records a selection is made by a "skilled and competent editor" who "shall edit, according to acceptable scholarly standards, the selected materials which shall be published in a documentary volume as soon as practicable after the conclusion of the term of office of each Governor." Thus documentary materials contained in volumes published under the statute are presented in a scholarly, objective manner.

For the introductory biographical sketch, however, each governor is privileged to select an author. This essay, not to exceed twenty printed pages, represents views of the person selected to write it and is a supplement to and not an official part of the documentary.

PREFACE

In the course of his four-year term as governor of North Carolina, the chief executive is asked to speak on innumerable occasions, to participate in dedicatory ceremonies, to cut ribbons, to make statements on various and sundry issues, and to comment on events of the day. The bulk of material resulting from the governor's day-to-day activities is far greater than can be used in a single volume, and a selection is mandatory.

Messages to the General Assembly are published as a matter of policy. Many other messages and statements are used in full or in summary form, but some of the governor's remarks have to be omitted because of space limitations. Though cuts are inevitable, every effort is made to select materials which will present the administration in an objective and completely fair manner.

Slight editorial changes include those needed to assure consistency in capitalization, punctuation, spelling, and the like. In modern days, the governor relies on speechwriters in his own office and throughout state government; some lack of uniformity in matters of style results. Where the governor's reading copy of a speech was available, it was compared with the press copy so that his notes could be transferred to the copy used in this book.

Background information is included in headnotes in the hope that this will be useful to persons using the book in the future. A diligent effort was made to identify individuals mentioned in the governor's remarks, to cite laws and reports to which he referred, and to give the source of quotations. My aunt, Dr. Mary Lynch Johnson, who for many years was head of the Department of English at Meredith College, helped me locate the source of several of the quotations; to her I express appreciation.

The cooperation of many others is also acknowledged with gratitude. Jack Childs and Nancy Jones of the press secretary's office were most helpful, not only in collecting and saving the raw materials out of which this book was made, but in answering questions. Several members of the staff of the Historical Publications Section, Division of Archives and History, Department of Cultural Resources, rendered invaluable assistance. Mrs. Rose P. Ennemoser did much of the typing and assumed responsibility for compiling the lists of names included in the appointments section of this volume. She and Mrs. Cora B. Sherron typed and helped proof the index. Terrell L. Armistead, proofreader with the section, read

the entire volume; her keen eye caught many errors which I had overlooked.

Without the aid of archivists in the State Archives and librarians in the State Library, work on this volume would have been much harder than it was. Thanks go to all who helped in any way, but particular mention should be made of the assistance given by Mrs. Doris Holloway and Nathaniel Boykin in the Documents Branch of the State Library. They and Jetta Lewis, in the reference room, went the second mile on more than one occasion.

Memory F. Mitchell

January 3, 1978

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JAMES EUBERT HOLSHOUSER, JR.

By Jack Childs

[Editor's Note: The biographical information given below is based primarily on the sketch in the *North Carolina Manual, 1975*, edited by John L. Cheney, Jr., and published by Thad Eure, secretary of state. Mr. Childs's introduction to Governor Holshouser's television address, in which the governor summarized the accomplishments of his four years in office, and the address itself are published following the biographical data. Six stations carried the address on Monday, October 25, 1976, and two carried it the following night.]

James Eubert Holshouser, Jr., was born in Boone, North Carolina, October 8, 1934, the son of James Eubert and Virginia Dayvault Holshouser. He attended Appalachian High School, 1948-1952, and was graduated from Davidson College in 1956, receiving a B.S. degree. His LL.B., which he earned in 1960, is from the University of North Carolina at Chapel Hill.

Governor Holshouser is a member of Phi Delta Theta social fraternity and Phi Alpha Delta law fraternity; he was active in the Boone Jaycees and was national winner of the Jaycee Freedom Guard Award in 1971. In 1964 he was named Watauga County's Young Man of the Year. His past and present memberships include the Board of Directors of the Davidson College Alumni Association; the Board of Visitors of Lees McRae College; the Board of Directors of the University of North Carolina Law Alumni Association; the Board of Directors of the Southern Appalachian Historical Association; the Advisory Board, Regional Mental Health Authority; Mountain Scenic Economic Development Commission; Committee on Court Study, North Carolina Bar Association; chairman, Southern Regional Education Board; cochairman, Coastal Plains Regional Commission; Executive Committee, National Governors' Conference; and campaign chairman, Republican Governors' Association. From 1966 to 1972 he was chairman of the Republican State Executive Committee.

Governor Holshouser was a representative in the General Assembly of North Carolina of 1963, 1965, 1969, and 1971. He was elected governor of North Carolina on November 7, 1972, and was inaugurated on January 5, 1973.

The governor married Patricia Hollingsworth in 1961, and they have a daughter, Virginia Walker Holshouser. He has held the office of deacon in the Presbyterian church. After his term of office as governor was concluded, he returned to the firm of Holshouser and



Mrs. Holshouser, daughter Ginny, and the governor posed for this formal family portrait by Burnie Batchelor Studio, Inc., Raleigh.

Lamm in Boone and also became affiliated with the firm of Brown, Holshouser, and Pate in Southern Pines. In 1978 he moved to Southern Pines to practice law there on a full-time basis.

When James E. Holshouser, Jr., took the oath of office as governor of North Carolina on a cold January day in 1973, a distinct place in history already was assured for the youthful lawyer from Boone.

Whatever he was to accomplish in the next four years, he knew—and the thousands of cheering North Carolinians who came to share his inauguration knew—that future historians would begin all references to him as "the first Republican governor of the Tar Heel State to be elected in the twentieth century."

But as Jim Holshouser made clear in his memorable inaugural address, he would not be content to be remembered for rewriting

political history in a southern state that had long been dominated by one-party politics. He had come to do a job for the people of North Carolina; to "work harder for the next four years than I have ever worked in my life."

Almost four years later, as his administration entered its final weeks, Governor Holshouser again spoke to the people of North Carolina—this time in a statewide television message that he paid for out of his own pocket.

That message, limited by the constraints of time, could not begin to describe all that had happened in those eventful four years—years which saw the governor of North Carolina working harder and longer than even he imagined, grappling with immense and complex problems that no one envisioned back on that glorious inauguration day in Raleigh.

There was a worldwide economic recession that forced the state to tighten its belt and curtail or delay many needed, worthwhile programs; there was a national energy crisis of unprecedented proportions that called on the governor and the citizens of North Carolina to take extraordinary measures just to keep the state's plants and businesses open, its people's homes warm in the winter, and its transportation systems moving with people and goods. And there was a prolonged national constitutional crisis that ultimately would force a president of the United States—elected under the banner of Governor Holshouser's own political party—to leave office in disgrace and make the word "Watergate" synonymous with scandal.

Through strength of will and depth of character, Jim Holshouser gave the people of North Carolina the kind of leadership they desperately needed to emerge from these numbing, demoralizing crises with a renewed spirit of optimism and a fresh commitment to build a better North Carolina.

But the Holshouser years will be remembered for much more than a governor's ability to lead and inspire confidence in periods of crisis; they will be remembered, too, as an era in which North Carolina made great strides forward on many important fronts: in education, economic development, transportation, health care, and other important areas. They were years which saw a record of progress written that would assure a better quality of life for millions of North Carolina citizens for generations to come.

Some of this record of progress was described by Jim Holshouser in that farewell message as governor, beamed by television to all corners of North Carolina. Here, then, are some of the major

highlights of the Holshouser years as described in the words of the man who was most responsible for etching them indelibly on the pages of North Carolina history.

Thank you for joining me tonight. It's not campaigning or politics, but it's some important words about North Carolina.

Almost four years ago, you paid me the high honor of electing me as your governor. This four years is just about over; but as we approach the end of my term in Raleigh, I decided I owed one last duty to you and to myself.

There's an old saying that "good news doesn't sell newspapers," and it must be just as true today as it ever was. But there are some good things that are worth telling about North Carolina, and you need to know about them. It was important enough to me that I've dug out over $10,000 from my personal savings to pay for the privilege of talking to you tonight.

Tonight I'd like for you to take a trip with me around North Carolina, looking at what's happened during these four years. I know you'll be surprised, and I'm sure you'll find the trip worthwhile.

Four years ago I said that education is the foundation stone on which we have to build for our future. I still believe that, and we've done more than just talk about it.

Four years ago, only 3,427 children were in our state kindergarten program. I asked the legislature for a commitment to a statewide program for every five-year-old. And today our kindergartens are open to every child in the state—over 80,000 of them. I also thought our kids would have a better chance to learn if they were in classes that were at least manageable in size, so we got a legal limit set for class size. It should give our teachers the *chance* to really teach our students.

Since the early 1960s our state community colleges and technical institutes have been giving thousands of North Carolinians a chance to improve their job skills. Today we've got fifty-seven schools, and about 95 percent of the people of our state are within a 30-mile drive of one of them.

In 1973 we began the first new effort for buildings and other capital improvements since the system was started more than a decade before. In the last four years we've provided $37 million for these new and improved buildings. We've also put over $75 million in new money for programs and operations in our community college system.

North Carolina's university system has a national reputation as one of the outstanding public universities. It's one of the things that has set us apart from and above some of our neighbors in the south. This last four years have been a time of tremendous change in our university system, as we have seen sixteen institutions of higher education come under one Board of Governors for the first time. That board has had the support of the Governor's Office, and we're moving strongly to make a real *system* of quality higher education a reality in North Carolina.

There's no way to touch on *all* the things that have happened in education. Perhaps it's enough to say that many educators say it's been the most progressive educational program in the history of the state.

This is a battle that's never over, and there is still much to be done. The ability to read is still the key to success in school and in life and too many kids still aren't reading as they should. We've started the work; the Governor's Conference on Reading last year was just the first step, and thousands of you are involved in Citizens United for Reading. A lot of excellent experimental programs are going on; and with proper evaluation, we're going to find the right answers.

If our schools affect almost every one of you, so do our roads.

I stood on a bridge in 1972 and talked about our state's highway program. We called it the bridge to "nowhere" because the Zebulon Bypass just stopped at the end of this bridge. It had been that way for almost ten years and it was a perfect example of what kind of highway program we had. I promised in 1972 to get our highway program out of politics and start a road-building program based on planning and real need. We've tried hard to do just that.

Having the people of our state tied together with a good road system is important, and we're getting it done. Politicians have talked for years about an east-west highway. In fact some people are still talking about it in 1976. But we've done something about it. Right now, today, we've got a four-lane highway open or under construction all the way from Morehead City on the coast to the Tennessee line in the mountains, except for the bypass around Smithfield.

All of I-77 is open from Virginia to South Carolina except for one small stretch north of Elkin, and that's under construction.

All of I-95 is open or under construction, except for part of the Fayetteville Bypass and we're buying right of ways on that.

We open the last part of I-26 this month.

We've closed the I-40 gap around Hickory and the I-40 Bypass around Black Mountain is under construction.

The I-85 gap through Davidson County is finally being worked on.

We're upgrading U.S. 74 from Wilmington to Charlotte and will almost finish making it four lanes all the way.

We're working on the design of a four-lane highway from Hickory to Charlotte.

The Appalachian highways are almost completed in the mountains.

We've begun the design work on a new four-lane corridor from Raleigh to Wilmington and we're working hard with the Federal Department of Transportation to get a new designated I-40 corridor along that route.

We've also been working on a study of U.S. 64 and 264, our twin corridors leading through the heart of eastern North Carolina, in the hope that a firm plan for a four-lane highway through that part of the state can be developed.

Again, there's no way to cover all the work that's been done.

But I think you can say that we're developing a real system of good highways in North Carolina.

A key part of the Highway Improvement Plan is having a *schedule* for the program so that our local governments can see seven years ahead and can see when the state will be able to go to work on a particular city thoroughfare project. For the first time, our mayors and city councils have had a schedule they can count on. It lets them use your local tax dollars wisely by being able to plan ahead.

Many of you still live outside our cities, though, and do a lot of riding on our secondary roads. This is where politics has always been the worst, and many counties got shortchanged. If the highway commissioners lived in one county, that county got most of the money and the other counties in the district got the crumbs. Today, each county gets a guaranteed amount, based on the concept of paving the same percent of unpaved miles in each county every year, so at last, each county gets its fair share. And, that's written into the law.

I also ought to point out that our road money isn't all in one big pot. A part is set aside by law for interstate highways. Part is set aside for construction of state thoroughfares through cities, and part is put into the secondary road fund.

Some of you in rural areas write to me occasionally to say if such and such a highway weren't being built, we could use that money

for more secondary road work. But if that project weren't built, the money would go to another project in that same category, rather than changing from interstate to rural or from city thoroughfare to secondary road.

I think you can see that a new era in road building *has* arrived in North Carolina; and it's worked so well that I can't believe any future administration would have the nerve to go back to the old political system.

Transportation is an important part of our development, but a high quality of life in North Carolina demands other things as well. People need a place to get away from it all, right here in North Carolina.

We've bought more land for state parks than any other administration—in fact, more than *all* the other administrations in history put together.

As the years go by and our state keeps growing, these parks are going to play a big part in giving us and our children places to go for relaxation, camping, and all the rest of it.

Many of the parks are being developed within easy driving distance of our cities, and they're being developed all over the state. Names like Stone Mountain, Eno River, and Masonboro Island are going to be the watch words for the future.

We're going to need these kind of places as we grow.

I point this out because there's no question North Carolina is going to grow. The Southeastern United States is *the* place in the entire world that development is coming for the next twenty-five to thirty years. And North Carolina is going to be right at the top of it. Nineteen seventy-six is going to be the first year in history that industrial expansion in North Carolina will top $1 billion. *Business Week* magazine not long ago interviewed some 2,000 industrial leaders around the country about the best places for expansion or new industry. North Carolina ranked second among the fifty states. Our industry hunters are always on the go. And whether it's a breakfast at the Governor's Mansion, a trip in one of our executive planes to look at a plant site, an overseas mission to meet face-to-face with company executives of foreign companies, or a mission to Washington to cut some red tape on a water or sewer grant, the governor has to help too. It's going to mean more and better jobs and a higher standard of living. We're already the Southeast leader in industrial development and it's going to get even better.

But it also means we've got to do some planning if we're going to avoid all those problems that we see in the big industrialized states

today. Almost 70 percent of North Carolina is still in forest, and our people are still spread out. We rank twelfth in population, but our cities are still of manageable size.

Our industrial development program is bringing new industry into many of our smaller cities; and if we can keep bringing jobs to people, we can keep our population spread out and keep the quality of life high.

That development doesn't *have* to mean a trade-off on our quality of life and our environment. Today in our Department of Natural and Economic Resources, we've got our industrial development team and our environmental management team all under the same umbrella, reporting to the same cabinet secretary.

When an industry prospect meets one of our industrial developers, there's an environmental management man right there too, to explain what safeguards are necessary and to see that the project is planned with these safeguards in mind. That means you can avoid those hard cases where things have gone too far along to change without a huge expense.

Keeping these two teams together is the key to an industrial development program that helps us get better jobs *without* tearing up the very things that make North Carolina such an attractive place to live.

We've got a lot that is worth fighting to preserve.

And we've fought hard for the New River, and Jockey's Ridge and the Cape Lookout National Seashore. And we've won those battles, not just for ourselves but for a lot of North Carolinians and others for years and years to come.

A lot of work is necessary to keep rural areas strong.

One of the most important things is for people in rural areas to have help when they get sick or hurt.

North Carolina is the national leader in primary health care delivery today. Congressional committees, HEW, and experts from over one half of the states in the nation have come to see how we're doing it.

Our program of Area Health Education Centers and Rural Health Centers isn't finished by any means, but we've gotten a strong start on the job of bringing health care closer to the people, regardless of where they live.

This program could be the most lasting work of our administration, but a lot of people have to share the credit. The state's Medical Society has given its strong support, and it could not have worked without the help of our doctors. Foundations, public health

officials, and the Allied Health Professions have all supported it. But, most of all, Jim Bernstein and our Rural Health Office couldn't have worked their miracles without literally hundreds of people in our small communities who wanted primary health care and were willing to go out and get the grass-root support to establish and keep these clinics going.

This isn't another government giveaway program. We just help the local communities get the clinic started and on its feet. Then it belongs to them.

When we talk about quality of life and real freedom, a big part of it is freedom from fear—of being able to walk down the street without worrying about being mugged or held up. It's not an easy problem.

It's just common sense to know that the solution starts with good local law enforcement; and in my first speech to the legislators in 1973, I urged them to set minimum standards and minimum salaries for local officers. That's now the law, for the first time.

It also helps to have judges who aren't going to turn criminals loose to repeat their crimes; but in all candor I have to tell you that more and more criminals are being put on probation, because the judges know there's no room for them in the prison system. The prisons are overflowing, and it's going to get worse. It's making matters more difficult for our parole board. If you're really interested in waging a war on crime, you need to start building a fire under your legislators for some new prisons. They're expensive, and there are many competing needs. But I don't think it can be put off any longer, and it's not going to happen without your support.

You should know, too, that the governor does play a role in this battle against crime.

We get a great many requests for time cuts from prisoners. They tell me that I've cut fewer sentences than any other governor in modern times. That's not a distinction in which I take particular pride, but it does reflect my belief that the crime rate is going to rise as long as potential criminals think that punishment isn't swift and sure but is uncertain and perhaps minimal.

The attack on crime is just one part of state government. We're being called on to meet a growing number of problems. Time won't let me talk about all of them—our work in mental health, our fight for more natural gas, our airport program, the new art museum that's finally ready to start, and many others.

State government is a big business. It tries to meet a great many needs.

It's usually pretty easy to get support from some group for almost any program.

Most politicians like to talk about all the good things government is doing.

But there's another side of the job in government and it comes down to the simple question, "How are you going to pay for it?" This is a copy of our North Carolina budget. We're fortunate in North Carolina. Our constitution requires the budget to be balanced.

It's not easy. The kindergarten program alone costs us $54.2 million a year.

Yet I said in 1972 that I could do the job without raising taxes. How many times have you heard candidates say that? Very few candidates are ever in favor of a tax increase. But now, four years later, I'm proud to be able to say we've done it.

We built all those roads without any new tax on gasoline. We've had our program for education and mental hospitals, and we've absorbed some very substantial increases in costs in federal welfare programs. And we've done it all without any tax increases.

How did we do it? Well, we started working on the fat in state government.

My first executive order was to establish the Governor's Efficiency Study Commission. We asked our business community in North Carolina to come in and take a hard look at state government and recommend changes that would save money without hurting programs.

It was just putting good solid business practices to work. And at a time when *some* people seem to think a businessman is somehow an ogre for making a profit, this was just one more fine example of the civic responsibility that's felt by our North Carolina business community.

These companies raised over $200,000 and then loaned the state government about seventy top business leaders for over three months for this project—at no cost to the taxpayers.

They went into every department except the office of the commissioner of insurance; and they looked at their functioning practices, their use of computers, their physical arrangements, and all the other things that are a part of the day-to-day operations of state government, as well as any business. They talked with state employees and listened to their suggestions, too.

And when they finished, they presented me with almost 700 recommendations. Some required legislation, but most of them

could be done administratively. We've implemented almost 600 of those recommendations.

It meant things like switching to a five-year license plate for your car, instead of our old one-year plates.

We switched from large cars to compacts for almost all state agencies.

We combined virtually all of state government's printing into one place, rather than having it spread all over the government.

A lot of things were just good common sense, once somebody stopped to look at it.

And do you know how much all of this has meant to *you*? Well, it's saved you $80 million in taxes. And that's not *just* $80 million—it's $80 million last year, and this year, and next year, and every year.

That wasn't the end of it, either.

One of the most important recommendations was to set up an agency to keep looking for new ideas for efficiency and savings, and we've done that.

And obviously we've kept looking for other things. We entered into a contract with a private company for the administration of the Medicaid program. And despite the fact that we've had to adjust that contract, it saved the taxpayers $22 million.

And all of this has made a difference. Many states *had* to raise taxes last year.

We've been able to complete the kindergarten program, and buy the parks, and build the roads, and absorb the cost increases, and get through the recession without throwing up our hands and saying, "Sorry folks. We've got to raise taxes."

I know you haven't heard a whole lot about it—'cause it's just not the kind of story that turns on our reporters.

But when I said in '72 that I'd try hard to be a good steward with your tax dollars, that wasn't just campaign rhetoric. I *meant* it, and we've tried our best to make *good* on that promise.

We put together a new budget format and started what we call the policy cycle, to get our overall planning process in every department working on the same timetable.

We knew we weren't getting our fair share of the federal dollars, so we set up a new state office in Washington. Today, our congressional delegation and federal agencies get regular information on the impact in North Carolina of federal legislation. Our Washington office also helped tremendously in our fight to save the

New River and to establish the Cape Lookout National Seashore. Our voice in our nation's capital is stronger than ever before.

All of these things I've been talking about are important. Yet, in a way, they represent simply the "business" side of government.

There's another responsibility for people in government today that has to do with those two important words—care and trust. I've tried very hard in these four years to let you know that this governor truly does care. That I'm nobody's man but yours. We care about your tax dollars and the wise use of them, but there's more than that to this business of caring. We've tried in a lot of different ways to let you know. But I guess most of all, it's been through those People's Day visits around our state that I've tried to let you know I really care and want every citizen to have the opportunity to talk face to face with the governor if he's got a problem with state government. It's taken me many places—often to places where you've told me a governor never came before—once he got elected. It means lots of follow-up work once we get back here to the office but it's been worth it. We've also got these toll-free long-distance telephone lines, into the Governor's Office, so that you can call here without charge. The People's Program, as we call it, and these toll-free lines make contact with the Governor's Office an everyday reality for everybody in North Carolina.

The second word—trust. It's hard these days. It was tough before Watergate, and it's even harder now, to know just who you can put your trust in.

Whether you voted for me or not, I hope you don't feel that I've let you down. I didn't make many promises in 1972, but I believe we've kept those I did make.

And we've tried hard to keep your government clean and honest. And I'm proud to be able to say there have been no major scandals. There have been no accusations of kickbacks or bribery, no motor-grader scandals, no buying of paroles, no influence peddling.

I wish I could say it had been completely perfect, but with 70,000 employees, the odds are that someone will be accused of *something* somehow somewhere, and two or three have been. I recognize that there may be some politics behind those charges, but I still feel fortunate that even the accusations have been few and that this administration has a reputation for basic honesty and integrity.

Both those words trust and care are important. And as I close these four years I want to urge you most of all to have faith in our system of government—and yes—to have faith in those who care

enough to offer themselves for public office and get the title of "politician."

The great, great majority of those I have met—Democrats and Republicans alike—are honest, well meaning, and hard working. Sure, you'll find them occasionally looking out of the corner of their eye toward the next election; but in a time when there are so many pressures from all sides, they stand up amazingly well.

I hope you will remember, too, that politics and government are rarely smooth. It's not the nature of it. It's an ongoing competition of personalities and ideas; and for almost every decision you make, there's somebody around who will criticize you for it. It's hard on you, on your family especially, and it tends to discourage some good people from getting involved in government.

You usually see the criticism and controversy as the lead story in the news, rather than some of the good things that are happening. That's nothing new. You remember I said at the beginning that the old saying must still be true—that good news doesn't sell newspapers. What *is* disturbing is finding some reporters who will twist or distort the facts to make a story more sensational. Fortunately, they're still the exception rather than the rule.

But don't fall into the same trap some of them do and assume there's got to be some misconduct somewhere, and it's just a matter of finding it.

These past four years have been exciting ones for me. This job of governor is a tough one. In so many ways, the buck stops right here for so many decisions and for the actions of so many people. Historically it's a position in which it's hard to keep public support. So I'm grateful that the polls show that a majority of you *still* feel—after almost four years—that we're doing a good job for you in Raleigh.

I know I haven't pleased some of the editors—I think one of them has spent all four years trying to prove he was right when he endorsed my opponent in '72. I'm glad, though, that there are some perhaps more perceptive editors who feel, as most of you do, that we've done a good job. And while I've taken my lumps like anybody else, I'll be the first in line to defend the freedom of the press. It *is* abused by some but when freedom of the press goes, our own freedom won't be far behind.

This is a great country we live in. I've done enough traveling to other countries to know just how fortunate we are to live in the United States. And the more I travel, the more I know how lucky we are to live in North Carolina.

I'm proud to be governor of a state that's on the go and which gets stronger every day because its people are strong. Does that sound like a little too much rhetoric? Don't you believe it. I've traveled all over, and I know.

We're among the nation's leaders in some good things, and records are being set every year.

Nineteen seventy-six may be our first billion dollar tobacco crop, our first billion dollar tourist season, and as I said earlier, our first billion dollar industrial development year.

North Carolina products go all over the world because we're thirteenth in exports and fifth in agricultural exports.

We're doing our part to help America's balance of payments.

If those who criticize our state lived in almost any other state, they'd be criticizing there, too, but they'd have so much more to fuss about.

North Carolina's not perfect, but we've got so many things going right for us. Looking at what I can see is going to happen in the next twenty years, I can tell you that the best is still to come.

I'm very proud to have been a part of a team that's made some great things happen for North Carolina. We had to have your support to do it, and I'll be forever grateful to you for giving us that support. I hope you *do* feel I'm nobody's man but yours. People ask me how I want to be remembered and some in education say I certainly ought to be called an Education Governor. Others say a Parks Governor or a Good Roads Governor, or a Health Care Governor.

But all I hope for is that you'll remember me as a governor who cares about you, and that this governor is a man you can trust.

In closing let me say thanks for everything—and thanks for listening this evening. Good night.

INAUGURAL ADDRESS

EAST GROUNDS, STATE CAPITOL, RALEIGH, JANUARY 5, 1973

[The inaugural of James Eubert Holshouser, Jr., was of particular significance in North Carolina history, because the new governor was the first Republican to be elected to the high office in the twentieth century. The preceding Republican governor had been Daniel Lindsay Russell, elected in 1896, who served from 1897 to 1901. The inauguration of another Republican was, therefore, the cause of great rejoicing among members of the minority party and of dismay among the Democrats who had been in power for well over half a century.

Reaction from the state's leaders to the inaugural address was, on the whole, favorable. Rep. Dwight Quinn, Democrat of Cabarrus County, called the address "very forceful"; and Sen. Gordon Allen, Democrat of Person and president pro tempore of the Senate, felt the new chief executive was "setting a tone at the outset of wanting to work for what's good for North Carolina. . . ." Sen. Ralph Scott, another Democrat and an uncle of the outgoing governor, Robert W. Scott, noted that the address was a "good speech filled with good ideas." (These and other comments were quoted in the Raleigh *News and Observer,* January 6, 1973.)

The pro-Democratic Raleigh paper of the same date editorialized: "Gov. Jim Holshouser's inaugural speech set a promising tone for his administration of state affairs during the next four years. It was a statement of good faith and determination, a pledge to make North Carolina government more public serving and efficient." The editorial concluded: "Fortunately for the state, Governor Holshouser's record and leadership style appear to fit him well for the burdensome role he has assumed. He can do a good job with a little help. He undoubtedly begins his administration with widespread good wishes."

Raleigh's evening paper, the *Raleigh Times* (January 6, 1973), likewise praised the inaugural and the plans outlined by the new governor for his administration. Instead of "extolling the virtues of his party and outlining the failures of the Democratic Party . . . he wrote a sensibly short address in which he presented himself as the Governor of all the people." This, the paper noted, "was a fine way for him to start his administration."

Outside the capital city, newspapers also expressed favorable reaction to the new administration. The Winston-Salem *Sunday Journal and Sentinel* (January 7, 1973) commented, "The new governor is a good man, a skilled politician and a productive legislator." And the *Asheville Citizen-Times* of the same date carried this appraisal: "But Holshouser is a graduate of the legislative school and one of the most able men it has produced. If there is a Republican who can persuade a dyed-in-the-wool Democrat or make a defector see it his way, it is Holshouser." In the eastern part of the state, the *Fayetteville Observer* (January 7) observed: "Each governor who comes along has a chance to build on that foundation [of former administrations] without having to spend too much time

cleaning up a collapsed beam or a leaky pipe here or there. That is Governor Holshouser's opportunity." And on the same day, the *Chapel Hill Weekly* advised, "For now, from the rough charting given us Friday, the Bold New Trail appears to be eminently worth following."

Governor Holshouser, therefore, began his four-year term in the midst of a feeling of goodwill on the part of North Carolinians throughout the state.]

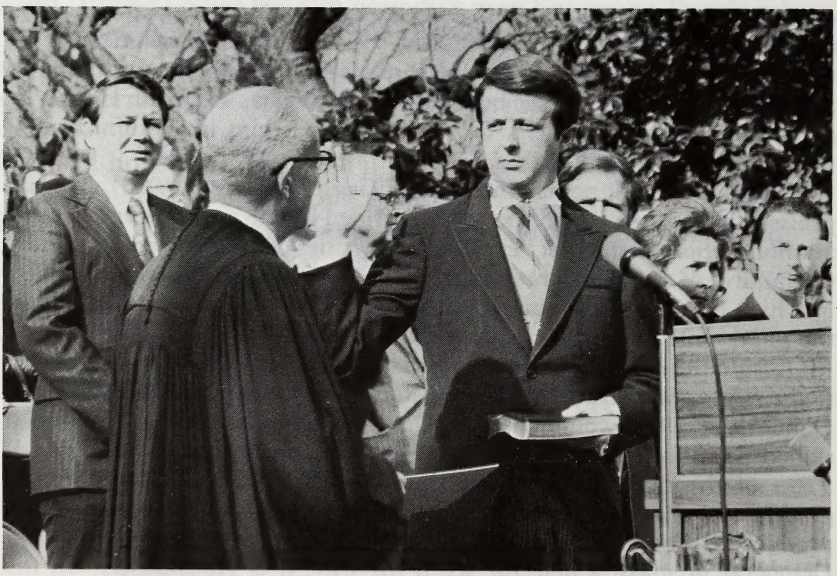
The winds of change are blowing across North Carolina today.

It is change called for by the people, and only the deaf will not heed their voice. Only those who are faint of heart or short of sight will not join in the high adventure which lies ahead.

For we will strike out on a bold new trail—with new ideas, new methods—yes, a new vision for our state.

Let us not forget the past, but let us now turn our faces to the future. Let us be confident that by reaching for the stars, we can bring our state to new heights.

Let us make our state motto mean what it says: "Esse Quam Videri"—"To Be Rather Than To Seem."



The oath of office was administered to the new governor by Supreme Court Justice William Haywood Bobbitt. (Photographs by Division of Archives and History unless otherwise noted.)

Today is not just another day. This day is like a birthday or an anniversary. It's one of those days when we pause to take stock of where we are and where we're going.

We pause today to look to the future—the future of our children and our grandchildren. We know that we will leave a legacy to future generations, but what kind of legacy will it be? Will it be a legacy of lost opportunities and empty promises?

I say to you today that such a bitter legacy is possible. It takes only a quick glance at many states around the country to see the terrible problems we could face in the very near future.

From this day forward, I dedicate this administration to a course of action which will leave a legacy of opportunities realized and promises kept.

It's going to mean action and planning for parks, for green areas, for protection of the bounty of nature which makes this a great state in which to live. We cannot afford to sit back until it's too late before we take action, and now is the time.

We also want our state to prosper. This means action and planning for balanced growth. We don't want to stifle our economy, and I am convinced that with the personal effort of the Governor's Office, we can bring the right kind of industry to North Carolina. We can bring all of our people the economic security they deserve without destroying the beauty of the land and the environment that they cherish.

This plan of action also means putting together a modern transportation system for North Carolina. It means planning for a modern network of highway corridors, tying us together as a people. It means planning mass transit as the inevitable new means of transportation for many people in the future.

The mandate of the recent election was for change. And if there is one place—one focal point—for this strong desire for change, it is with the Highway Department. I promise you today, as I did in the campaign, that you will not be disappointed.

We are going to build roads where they are needed, not where some politician wants them. We are going to plan, not plot. We are going to pave, not politic.

Our highway officials are going to meet with county commissioners, city councils, and chambers of commerce, not cronies. Those who have conflicts of interest will quickly find that they have no place in this administration. We will have trained professionals making decisions based upon fact, not fancy. This is more than just the traditional promise of good roads. It's a commitment to a brand





Above, right, the official transfer of the state seal was photographed following the inauguration of Gov. James E. Holshouser, Jr. Left to right are the new governor; his predecessor, Gov. Robert W. Scott; and Thad Eure, secretary of state, holding the seal. Below, left, the first family is shown leading the parade down Raleigh's Fayetteville Street following the inaugural ceremony. Governor and Mrs. Holshouser's daughter, Ginny, rode in the car with her parents.

new approach to a modern transportation system in North Carolina.

However, our future must hold more than highways. In fact, when we build for the future, we know that the cornerstone will bear the name "Education."

Thus, in the order of priorities, quality education for our children must always stand at the top. For it is only as we fulfill this highest of obligations that we keep faith with our children.

Let us face the fact that we have not done enough. It is not wrong to admit our shortcomings; rather, the crime would be to refuse to admit them or blindly to ignore them.

So, let us declare that quality education will be the polar star which will guide us toward a future of promise. Let us not be timid in seeking to improve our school system.

Let us also be strong in our resolution to improve our mental institutions and to reform our prisons. These things are tangible. There are other tangibles which have not been touched. And yet, there are other things which are perhaps more important than any of these.

We need vision in government today. Only time will tell whether that quality is present in this administration.

We need fairness in government. No matter where you live, whether you're rich or poor, or what the color of your skin, the goal of this administration will be to see that government is concerned about your needs.

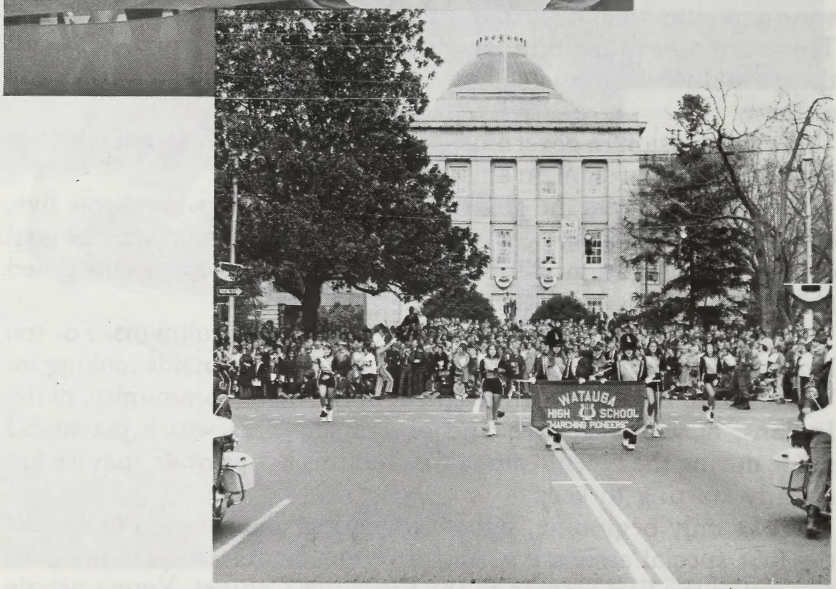
This means a full partnership for all North Carolinians. For too long, many people in our state have been on the outside looking in. We've got to have more involvement of the black community, of the Indians, of young people, and of women. This was a promise I made during the recent campaign, and this is a promise that we are already starting to keep.

We're only beginning, but we've made a good start. I've named the first special assistant to the governor for minority affairs. I've appointed the first woman to the Executive Cabinet. Young people hold most of the key positions on my personal staff. Ours will be a policy of open arms to all who share our goal of good, clean, and progressive government.

This is your government. It belongs to you, the people of North Carolina. Its business is your business.

I pledge to you today that your business will not be conducted behind closed doors. The winds of change must blow freely. They must flow through the halls of government, erasing the suspicion





Above, left, on the viewing stand following the inauguration were Mrs. Carolyn Hunt, wife of the new lieutenant governor, James B. Hunt, Jr.; former Gov. and Mrs. Robert W. Scott; and Governor and Mrs. Holshouser. Below, right, is shown the Watauga High School band, which participated in the Fayetteville Street parade following the inauguration of Governor Holshouser. The governor's hometown of Boone is located in Watauga County.

and mistrust bred by decisions made in dark and secret places. We must bring in the light.

We have pledged to uphold the spirit and the letter of our open-meetings law.[1] Our founding fathers forged for us a delicate system of free government, free press, and free flow of information to the people. Our open-meetings law was erected on this foundation, and we intend to honor it.

A free press is the guardian of the truth—the people's watchdog and the window to government. We expect the news media of North Carolina to be watchful and critical. We pledge to join them in a partnership to find and expose any wrongdoing against the people. An open government has nothing to hide.

State government needs to be open, because state government is big business today. This year state government will spend more than $2 billion. That's 48 percent more than we spent just five years ago. That $2 billion isn't just an abstract figure. It's money that has come from the pockets of people all across the state. People have worked hard for it, and they have a right to demand that state government spend it wisely. Those of us who serve in government serve as trustees, with an obligation to give the people a dollar's worth of service for every tax dollar spent.

I know we can do better. And we're already moving. Within the next few weeks, I will organize a business management task force to put each part of the executive branch of state government under a microscope. The work of this efficiency task force will operate in tandem with our reorganization effort and can literally save us millions of dollars.

We're going to put business principles to work in state government and we're going to prove that government can function—that government can get the job done.

If government in a democracy is to succeed, it will only be as people believe in that government. Politics and government don't have to be tainted. There is still room for principle. There is still a place for those who will stand and fight for the high ideals which bring real meaning to our lives. There is still a place for the word *integrity*.

I am deeply grateful for the confidence that the people have placed in me. I am also keenly aware of the responsibility that you have placed on my shoulders. If hard work alone will bring success, then you can rest assured that we will succeed. We will dare to change, for no progress comes to those who fail to dare.

In closing, let me ask for your support, for your cooperation, and most especially, for your prayers. With your help and the help of Almighty God, we cannot fail.

[1]Article 33B of the *General Statutes of North Carolina*, "Meetings of Governmental Bodies," declares it to be the public policy of North Carolina that "hearings, deliberations and actions" of the state and its political subdivisions be conducted openly. Though certain exceptions are spelled out in the law, the overall intent of the article was to assure openness in the conduct of the state's business. The act was passed in 1971. *Session Laws of North Carolina, 1971*, c. 638, hereinafter cited as *N.C. Session Laws* with appropriate date.

MESSAGES TO JOINT SESSION OF THE GENERAL ASSEMBLY

[Gov. James E. Holshouser, Jr., delivered two messages to the Senate and House of Representatives in 1973, one in 1974, and one in 1975. These were printed in the *Journal of the Senate of the General Assembly of the State of North Carolina, First Session 1973,* pp. 21-27, 290-295; and in the *Journal of the House of Representatives of the General Assembly of the State of North Carolina, Session 1973,* Appendix, pp. 1031-1040; in the *Journal of the Senate . . . , Second Session 1973-74,* pp. 14-25; and in the *Journal of the House . . . , Second Session 1974,* Appendix, pp. 1975-1985; in the *Journal of the Senate . . . , First Session 1975,* pp. 18-28; and in the *Journal of the House . . . , First Session 1975,* Appendix, pp. 1243-1253. All of these messages were delivered in person.]

LEGISLATIVE AND BUDGET MESSAGE

JANUARY 17, 1973

[The budget prepared by former Gov. Robert W. Scott and the Advisory Budget Commission called for a $190 million reduction in taxes; no recommendations were made concerning $134.7 million available in state funds from the 1972-1973 biennium. A record $5.29 billion budget was recommended by the budget commission. The new governor, James E. Holshouser, Jr., in his message to the General Assembly, recommended an additional expenditure of $313.7 million, including $224 million for public education. He failed to recommend specific tax cuts other than a repeal on nonprescription drugs, which would amount to $8 million. (See *News and Observer,* January 18, 1973.)

Reaction, as was to be expected, was divided along party lines. Newspaper reports quoted Sen. Ralph Scott of Alamance, chairman of the Senate Appropriations Committee, as saying, "They've out-liberalized us. The public must bear in mind that we wouldn't have the money for all these programs if the Democrats didn't raise taxes four years ago. None of the Republicans helped us when we were putting on taxes back then, most of them opposed it." Sen. John Henley of Cumberland County noted that Democrats were worried lest "Holshouser's programs might increase the base budget so high that we will have to increase taxes in the near future, or cut out some other services to the state." Sen. Hamilton Horton, Republican of Forsyth, noted that "The governor is quite aware that we may not be in high cotton the next time around. Therefore, he has not recommended too many continuing programs. What the governor proposes is to take an exceptional surplus and divert it to especially pressing problems of a one-time nature." He added that the outlook with regard to revenue-sharing funds was uncertain, and "it would be unstatesmanlike and not very farsighted to urge tax cuts." The Senate's

minority leader, Charles Taylor of Transylvania County, felt that most of the Republicans would "definitely stand by the progressive programs of the governor." (See *News and Observer,* January 18, 1973, for these and other comments.)

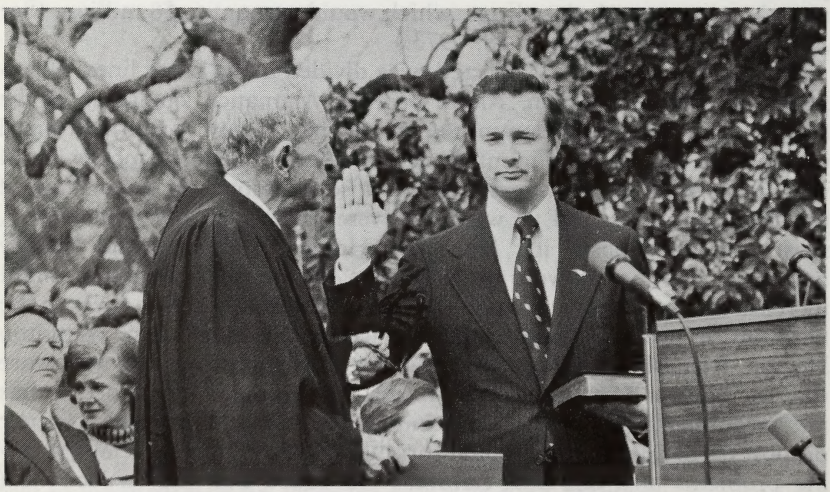
The General Assembly, shortly before its May 24 adjournment, enacted into law a $2.9 billion budget for the first year of the biennium. Legislators would return in the spring of 1974 to review the budget for the fiscal year 1974-1975. (For details on the capital improvements and general operating budgets, see *N.C. Session Laws, 1973, First Session,* cc. 523, 533; see also *News and Observer,* May 25, 1973.)]

Mr. President, Mr. Speaker, members of the General Assembly:

We gather here today facing tremendous challenges. Not the least of these will be that of just working together during the weeks ahead.

The present situation is unique in our lifetimes. The state could be hurt by it. I am convinced it will not be. I'm convinced because I know so many of you already, and I know what kind of men and women you are. I know that when the chips are down, you'll put North Carolina and our people first. I think you know me well enough to know I'll do the same.

I've been here, and because of that, I believe in the General Assembly.



Lt. Gov. James Baxter Hunt, Jr., took the oath of office administered by Associate Justice Carlisle Wallace Higgins.

I want to commend Speaker Jim Ramsey[1] and Lt. Gov. Jim Hunt[2] for having moved swiftly in organizing and announcing committees and placing you in positions to begin work early.

I also endorse in principle the reforms that can make this a more effective body—electric voting machines, committee research assistance, ethics legislation, and annual sessions, using a biennial budget with an annual review. I will not propose legislation in these areas because I believe legislative reform is your prerogative.

I do expect, however, shortly to send to you recommendations for reforms and reorganization within the executive branch, including the Highway Commission reorganization and an ethics bill for the executive departments.

The purpose of this message today is to talk about specific recommendations for programs and the budget. It's nearly impossible to discuss programs without talking about price tags.

Many governors have separated these two, sometimes because they needed time to figure out where to come up with the money for their programs. At this time, no delay is necessary, and since you are ready to work on the budget, I will speak to that as well.

Our state today is in the strongest fiscal position in recent times—perhaps in history. Our constitutional requirement of a balanced budget has kept us from yielding to the temptation for deficit financing which has plagued our national government and many state governments. As I predicted some months ago, we have the largest gross dollar increase in availability in the state's history.

This comes from three sources. First, we will have the largest surplus in history. Second, we will have approximately $166 million in new funds from the revenue-sharing programs. Third, and perhaps most important, is the certainty that in the 1973-1975 biennium we will have the largest dollar increase in revenue in the history of the state. Thus, the picture is strong on all fronts, and it clearly indicates that our strong position today is not due simply to revenue sharing.

This strong fiscal position affords us the opportunity to meet needs we have never before been able to consider. It gives us a special opportunity to lift ourselves by our own bootstraps.

The base budget, the change budget, and the capital improvements budget recommendations of the Advisory Budget Commission are on your desks this afternoon, along with the additions I propose today. I urge you to examine all of these closely. Keep a sharp pencil handy in the Appropriations Committee. By this time next year I expect to have instituted budget reforms which make



Secretary of State Thad Eure took the oath of office from Associate Justice Susie Sharp.



State Treasurer Edwin Maurice Gill took the oath of office from Supreme Court Justice Joseph Branch.



State Auditor Henry Bridges received the oath of office from Associate Justice J. Frank Huskins of the North Carolina Supreme Court.



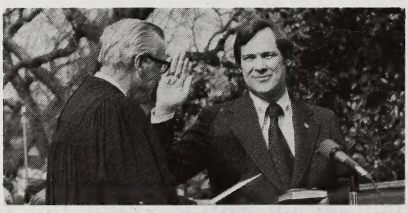
Attorney General Robert Morgan took the oath of office from Justice Isaac Beverly Lake. Morgan resigned prior to the conclusion of his term to run for the United States Senate, a post to which he was elected.



Justice Joseph Branch administered the oath of office to Andrew Craig Phillips, superintendent of public instruction.



Justice J. Frank Huskins administered the oath to Commissioner of Agriculture James Allen Graham.



Supreme Court Justice Dan K. Moore administered the oath of office to John R. Ingram, commissioner of insurance.



Justice Dan K. Moore administered the oath of office to William C. Creel, commissioner of labor. Mr. Creel died before completing his term.

your job easier. One thing I want to mention specifically is that the change budget calls for the creation of over 5,000 new positions in state government, including teachers. I hope you will ask each and every witness before the committee whether the agency or institution has, at this time, adequate space in which to put these new people.

I also want to assure you that a sharp pencil is going to be working in the executive branch to be sure we're getting the maximum service from our tax dollars. The new Efficiency Study Commission headed by Mr. Archie K. Davis[3] of Winston-Salem, chairman of the U.S. Chamber of Commerce, will be searching with a fine-toothed comb for ways in which state government can be more efficient.

Let us now begin to look at our opportunities: In education, we have the cornerstone for thrusting North Carolina ahead. We might as well begin at the beginning. I propose and urge you to endorse the concept of a statewide kindergarten program. The State Board of Education has projected a five-year plan which will give us a completed program by 1978. Phase One of that plan can be fully funded now.

Quality education means quality teachers—for good teachers are at the heart of the educational process. I'm firmly convinced we must compete, and compete successfully, in the marketplace if we expect to get and keep the best teachers. I propose that educators be given an increase in salary at the rate of 5 percent during the first year of the biennium, with an additional 10 percent increase during the second year. I also propose major changes in the salary index schedule to make sure our money is used in the most effective way. I also endorse and urge you to support the extension of terms for all teachers to 200 work days. I'm confident our teachers can also do a better job if we reduce the class size and place a statutory maximum limit on size. Fairness demands that teachers receive the same monthly rate of sick leave as state employees presently receive.

As the final item in what I believe is the strongest educational program in our history, I urge you to make available to local school units $50 million in matching grant money for school construction. I believe that by using this money on a 50-50 matching basis, we can take a giant step forward in meeting the need for more classroom space and in preparing for the statewide kindergarten program. Since local governments in North Carolina will have for use in the next biennium over $300 million in revenue-sharing

funds, their ability to match these funds should be especially strong. This direct grant program will permit new construction without an increase in our state's public debt.

This program for our children's education is far reaching. It places great faith in our public school system. I say to you and I say to the public school team in North Carolina, "Those to whom much is given, much is required."[4]

"Accountability" is a word we are going to use more and more during the years ahead. When our people have one of the lowest per capita income levels in the country, they have the right to ask for proof that their tax dollars are being used for the vital things to build our state—not wasted or thrown away on frills and luxuries. So I charge our educators to carry well their obligation to the people and to be worthy of the trust placed in them today. I specifically expect to take a hard look at how well our children are being taught to read and whether we are, in fact, doing as well as other states around the country.

I mentioned the word "fairness." This word can mean different things under various circumstances. In our present circumstances, I consider that it means that state employees should also receive a 5 percent increase in salary in the first year and an additional 10 percent increase in the second year. That same recommendation is made for salary levels in our university system.

I also endorse the proposal to fund fully the low-option hospitalization program for teachers and state employees, at a cost of $3.00 extra per month per person.

The retirement systems for state and local government employees are in a strong position today. After consultation with various employee groups and with retirement system officials, I ask today that you provide for unreduced retirement after thirty years of service, regardless of age, and establish a five-year reserve for payment of a 4 percent cost-of-living increase in retirement benefit payments. I am advised that these improvements can be made in both systems without additional appropriations or increased employee contribution. I also urge you to provide for other increases in retirement benefits to the extent our retirement officials feel they are actuarially sound.

I also urge you to consider statutory changes to give consideration to a graduated method of earning annual leave for state employees.

Much has been said in recent months about mental health. At least part of the challenge we face is monetary. You have copies of



Governor Holshouser was photographed as he addressed the 1973 General Assembly. (Photograph courtesy of Clay Nolen, Department of Natural and Economic Resources.)

the change budget and my recommendations, including upgrading of attendant and cottage parent salaries, in-service training for employees, increased aid to community mental health centers, direct grants for local programs for emotionally disturbed children, and compensation for work done by patients. My recommendations almost double those of the Advisory Budget Commission, and these combined recommendations will thrust some $30 million in new dollars into our mental health program in critical areas.

Not all of the problem is money, however. I will shortly propose a completely independent study of our entire mental health system by a team of specialists from outside our state.

I also hope this General Assembly will examine closely the statutes relating to incompetency, admission and commitment, discharge, and patients' rights.

One of the great opportunities we have in North Carolina is in the protection of our environment. We can win the battle in North Carolina if we begin now. One specific weapon in this battle will be our state park system. I urge you to place our present park system into the preserve provided for in the new Environmental Bill of

Rights. We need to continue study to locate park sites for maximum use by our citizens.

Much of our past effort in the park system has come as land has been given to us. We want to encourage more of this, and yet we can't wait for it to fall into our laps. It's time to make a solid financial commitment to a park system which will, for years to come, give our people buffers against the fast-developing times in which we live.

Our State Parks Division has asked for $11.5 million for ten new and ten expanded parks, and I urge you to approve the entire request. This represents more than the total amount spent by the state for parkland acquisition in this century. This will only be the first step in our program for parks, but it is a vital step forward which must be taken now while there is time.

Parks are not the only weapons. Land-use planning on a regional basis will be vital. We can't wait if we're to win the battle other states have already lost.

We also need the tool of required reporting of waste-discharge levels, if we are ever to expect the Board of Water and Air Resources to do the job we want from it.

A land registration act is essential if we are to protect our land and our people from unscrupulous promoters.

Let us also look hard at our society and our desire for civilized order.

I endorse the proposal for a minimum salary level for local law enforcement officers, together with the one-time matching grant to get this program going.

I also endorse the great majority of the recommendations of the North Carolina Bar Association's Penal System Study Committee and say to you that prison reform is one of the best tools for law and order.

My proposals and those of the Advisory Budget Commission will go far in providing single-cell confinement, consolidation of probation and aftercare for delinquent young people, job assistance and placement programs, a decrease in the probation case load, in-service training, additional security personnel, and vocational training facilities.

These programs should help to slow the "repeat rate" which has far too many prisoners confined for the second time or more, and it should help make our streets and homes safer places.

When we speak of our homes and families, we should also remind ourselves that the plague of drug abuse is spiraling. I urge you

to increase the allocation of new narcotics agents recommended in the SBI budget. I will also recommend to you shortly a drug education program aimed toward the goal of an informed citizenry.

Time does not permit detailed statements regarding every proposal, but some must be discussed.

I endorse a campaign spending limit for statewide campaigns and will present a proposal shortly.

I endorse the Equal Rights Amendment and ask you to consider it at an early date.

I endorse the veto power for the governor, although this can be considered in proper perspective only if the effective date is 1977.

I will make a specific recommendation to you concerning the Housing Corporation as soon as the effect of the recent change in the federal housing program is determined.

I will propose a change in the method of selection of the Wildlife Resources Commission to give hunters and fishermen a greater voice in this process.

I will propose action to protect Appalachian Trails System from encroachment which could seriously damage a vital recreational asset.

I will propose a comprehensive new program for health services, aimed at delivery of medical care to our rural areas across the state.

In our battle for highway safety, one weapon will do more than any other to get drunk drivers off our roads—the Breathalyzer. I urge you to remove the loopholes in the implied consent statute and to provide for mandatory license revocation for refusal to take the Breathalyzer test.

I say to you, having served as a defense attorney and having watched this law at work in our courts, until you remove the three-day period for hearing requests, you have not done the job for highway safety.

I have left until last our program for education beyond the high school. I endorse the recommendation of the Advisory Budget Commission for a $29 million increase in operating funds for the community college system. I also propose an additional $15.1 million in capital funds to honor the state's original commitment in 1963 for original capital funds to each new institution. I urge you, however, to retain our present policy of requiring that any additional capital funds beyond this original amount be raised locally.

In looking at the change and capital budgets for the university system, you will find the new format used for the first time. It is in keeping with the governing board concept adopted by the 1971

General Assembly. The budget recommendations do not meet some of the essential needs in our university system, and I urge you to add an additional $11 million for the No. 1 priorities in the change budget.

I urge you to examine the upcoming report of the Board of Governors concerning aid to students attending private institutions, in the hope it will justify expansion of our support for this new program.

This General Assembly has the opportunity to go down in history. The beginning of a statewide kindergarten program, the bold thrust for state parks, a major new effort for education, a new awakening in our mental health efforts, health efforts, land-use planning, and others can be lasting, living monuments to this 1973 legislature.

But, ladies and gentlemen, our history books may well say that the most lasting result of the 1973 legislature was your determination to protect the concept of our new university system. This new system was carefully molded in 1971 by a General Assembly which set aside all secondary considerations in its finest hour of statesmanship. I urge you to defend the new university system and its Board of Governors and prove to the people of North Carolina that we will stand behind the commitment we made here in 1971.

In closing, let me come back to the financial picture we face. I have outlined a bold new program which sweeps across the wide spectrum of state responsibilities. It is a balanced budget. I've taken a long, hard look at our people's needs and have turned away from the temptation to propose a broad attack upon our tax base.

These programs I have outlined, together with the recommendations of the Advisory Budget Commission, include over $210 million in nonrecurring expense items, giving us a safety valve if there is change in the economy or any reversal as far as the revenue-sharing concept is concerned.

I stand firmly behind my proposal to repeal the medicine tax, removing a tax on misery while costing the state only $8 million.

I also urge you to keep an open mind to the possibility of other limited tax cuts. Cuts can still come if the examination of the base budget yields adequate resources or if our fiscal situation improves to offer additional resources. We have gone far in meeting the people's needs, and some tax relief may still be within the realm of possibility.

I wish to thank the Advisory Budget Commission for the many hours of hard work which have gone into the preparation of the

budget. I also extend my hand to you, pledging my cooperation in a full partnership in meeting the challenges we face together.

The people of North Carolina are counting on us, and I am confident we won't let them down.

[1]James Edward Ramsey (1931-), of Roxboro; A.B., LL.B., University of North Carolina at Chapel Hill; attorney; U.S. Marine Corps Reserve, 1950-1960; civic leader; member, N.C. House of Representatives, 1963-1973, speaker, 1973. *North Carolina Manual, 1973* (Raleigh: State of North Carolina [issued biennially 1903 to present]), 606, hereinafter cited as *North Carolina Manual,* with appropriate date.

[2]James B. Hunt, Jr. (1937-), of Lucama; B.S. and M.S., North Carolina State University; J.D., University of North Carolina at Chapel Hill; civic and religious leader; president of North Carolina YDC, 1968; elected lieutenant governor, November 7, 1972. *North Carolina Manual, 1973,* 518; *1975,* 461.

[3]Archie Kimbrough Davis (1911-), of Winston-Salem; A.B., University of North Carolina at Chapel Hill; graduate school of banking, Rutger's University; civic leader; former member of Commerce and Industry Committee, Department of Conservation and Development; member of North Carolina Senate, 1959-1961; joined Wachovia Bank and Trust Company in 1932, rising to position as chairman of board. *North Carolina Manual, 1961,* 477-478; "Businessman in the News," *We the People of North Carolina,* XXX (February, 1972), 11-14, 47; "Tar Heel of the Week," *News and Observer* (Raleigh), September 26, 1971, hereinafter cited as *News and Observer.*

[4]Part of Luke 13:48 reads: "For unto whomsoever much is given, of him shall be much required: and to whom men have committed much, of him they will ask the more."



Governor Holshouser was photographed as he left the speaker's rostrum after he had addressed the General Assembly. (Photograph courtesy of Clay Nolen, Department of Natural and Economic Resources.)

MESSAGE ON DELIVERY OF MEDICAL CARE TO RURAL AREAS

APRIL 12, 1973

[On April 12, 1973, at 3:00 P.M., Governor Holshouser delivered a message of special significance to a joint session of the General Assembly. Lack of adequate medical care in rural North Carolina led to the decision by the governor to devote particular attention to the subject. In the message Governor Holshouser offered several solutions whereby rural areas could be served in the area of well-rounded health care.]

One of the most serious problems facing our state is the delivery of medical care. It is a very human problem. It is a very familiar problem. It nags at all of us because it affects our people's most priceless possessions—their lives and their health.

Far too many of our citizens, particularly in rural areas, are unable to get the medical care they need simply because it is not available to them within a reasonable distance. It is a problem that has reached critical proportions in some areas of North Carolina. And it is a problem that will only get worse, not better, unless we recognize it and move to meet it. There is no need for me to go into great detail documenting this problem or the urgent need for solutions. You know the statistics. You have seen the problem firsthand.

You know that in many of our rural counties in all parts of the state, the ratio of patients to physician is several times greater than that generally acceptable for each doctor. You know, too, that the problem will get worse because in many of these rural counties and communities the doctors are preparing to retire and replacements are not available.

Statistics in 1970, for example, showed that there was one doctor in Clay County for its 5,180 citizens, and he was over sixty-five years old. The ratio of patients to physician was 2,286 to one in Madison County, 4,890 to one in Jones County, 5,571 to one in Hyde County, 8,351 to one in Perquimans County, and so on.

We have studied the problem from many directions. We have examined new types of medical personnel to augment our supply of doctors—physician's assistants or paramedics, family nursing practitioners, and the like. We have looked at this problem from the standpoint of training more doctors. We can argue endlessly on the expansion of the University of North Carolina Medical School versus the East Carolina University Medical School.

Yet even if we tripled the number of doctors tomorrow, the problem would still be with us. It is not simply a question of getting more doctors; it is a question of encouraging distribution of doctors and other medical personnel so that all our citizens can be assured of modern, adequate care. The problem of uneven distribution of medical care is not unique to North Carolina, nor is it confined to the United States. The doctor shortage in rural areas is a worldwide problem.

It is one of the unhappy ironies of our times that while new medical miracles are being achieved almost every day, our rural and small-town residents cannot count on the kind of day-to-day medical attention that their parents, even their grandparents, received. The reasons for the shortage of doctors in rural areas and small towns are many and complex. But we must accept the fact that the day of the country doctor who was willing to work alone, day and night, is gone. We must realize that we cannot expect a doctor to move in and set up practice in each of our small communities. Therefore, we must develop other ways to organize and distribute medical services. We must develop a program, or programs, that will reach all the people. Whether it's the farmer, the low-income family in the city, or the average citizen in a small town, we must place medical care within his reach. Finally, we must recognize the fact that because it is a complicated problem with many facets, there is no single simple solution waiting around the corner.

I have listened to many of you on this subject, and I have listened to the people. We all agree that the problem is reaching crisis proportions. Therefore, we cannot be satisfied to try one thing and see if it works. We must attack this problem from as many different sides as we can.

Today, I would like to propose to you a broad, comprehensive program. It is not a cure-all. But it is a program that will provide us with positive, firm steps that we can take *now* toward our ultimate objectives.

First, we will establish a network of primary medical care clinics across our state. New kinds of health care personnel are being trained to help extend medical services. These include the family nurse practitioners and the physicians' assistants and associates. In several places in the state, specially trained family nurse practitioners have been working in rural clinics with the supervision and backup of physicians and hospitals in nearby towns and cities. Real success stories are being told by rural primary health care clinics of

this type in such places as Madison County and the Walstonburg community in Greene County.

The medical experts tell us that family nurse practitioners can do a very high percentage of the clinic work, so long as they have this supervision and backup support. Through these centers, the means also can be worked out so that the people can get to a doctor quickly and easily when an emergency or serious problem arises. These primary care centers are working because they have the support of the community. In Walstonburg and Madison County the people did most of the work to obtain the necessary facilities and personnel. These experimental clinics were established through federal grants.

A second part of the program involves Area Health Education centers. These are proving to be another valuable tool. Under a five-year, $8.5 million federal contract, an Area Health Education System is being developed throughout the state. At present, there are five such centers in operation. They are at Wilmington; Charlotte; Raleigh; a combination of four hospitals in Roanoke Rapids, Rocky Mount, Tarboro, and Wilson; and another developing in Asheville.

Under this program, the University Medical Center works with the local hospitals in training health workers of various kinds at the community level. These centers, in turn, can be expected to train and attract more health professionals into their areas. This program has several exciting facets. For one thing it gives medical students from the large medical center experience in the field, on the front line of primary care medicine. In a number of instances, students have already decided to settle in the communities where they received this experience. But the AHEC program's reach doesn't end at the point of the city hospitals. It extends from there out into the smaller communities and rural areas, usually covering six to nine counties.

Training programs are now being developed by the doctors, nurses, and hospital administrators in these centers to staff satellite clinics in their regions. Thus we have an ever-widening circle. At the center is the Area Health Education Center, linked on one side with the major medical center and tied at the other to satellite clinics providing primary care to the people in the rural communities and on the farms. We expect this program to utilize the resources of all our medical schools—public and private. We can visualize it moving simultaneously in two ways: one, a further expansion of the Area Health Education Center system, spawning its

own satellite clinics; and two, the local community development of primary care clinics which are then linked to a nearby hospital. In each case, family nurse practitioners or similar paramedical personnel would be recruited—primarily in their own communities—trained and put to work.

Both the rural health clinic program and the Area Health Education Center program are pilot projects funded on an experimental basis by the federal government. With our help, these efforts can be expanded to provide medical care for all North Carolinians. The time is at hand for the state of North Carolina to take specific action to drive them forward.

The rural communities are looking to us for help. The regional clinic concept requires the active participation and initiative of local citizens. By assisting them in the organization and financing of increasing numbers of primary care clinics, we can move firmly in the direction of providing our rural and small-town citizens with better medical care. This means someone must take the active role and responsibility. I propose that we establish a new office within the Department of Human Resources to begin this effort to expand these programs. This new office would be charged with putting into operation fifteen rural clinics within the next two years. To accomplish this, we estimate that it will cost less than $.5 million in the first year and a little over $1 million in the second year.

These funds would provide for a special assistant to the secretary of human resources and a small supportive staff. They would pay for technical assistance in development of rural health systems, community organization, and facility planning. Five rural health clinics would be established the first year and ten the second year. Other funds would be used to provide training grants for fifteen family nurse practitioners in the first year and thirty in the second year. If other funds should become available, these goals may be expanded.

There are other programs that we should encourage and support if we are to do the job. One is the Medical Care Commission's Incentive Loan Program, designed to interest more young people to go into health careers and to practice in North Carolina. This has proven to be successful, even with very modest funding. Seventy-seven physicians graduating under the program are practicing or have completed practices of one to four years in our rural communities. All told, the medical care situation in eighty-three communities and fifty-seven counties has benefited from this program.

We also should strengthen our chances that students selected to receive these loans or grants will fulfill their commitments and be genuinely interested in staying in North Carolina. This can be accomplished by a more in-depth student survey system to measure the depth of their commitment to North Carolina. This same concept should be expanded from the student to the resident and graduate physician. Legislation now before you calls for a pilot program to provide direct grants to medical school graduates who agree to practice in medically deprived areas of this state. This legislation asks for a modest appropriation. I urge your support of it. I also ask that you give your support to the continuation of grants to private medical schools.

In addition to these programs, we must do more to encourage our medical schools, both public and private, to emphasize training in the primary care areas of medicine: the family practitioners, internists, and pediatricians. I understand that a member of the Senate has already prepared specific legislation proposing incentive payments of state funds to the medical schools for their training programs in these specific areas. This plan merits your careful consideration.

I mentioned earlier that the shortage of medical care in rural areas and small communities is complex. The program I have outlined in brief deals with a major part of the problem. But it does not touch all the complexities, many of which stem from human nature and the development of modern society.

We must admit the fact that doctors and their families want to live where they will have access to first-class educational and cultural programs. We can make it possible for every child in North Carolina to have a quality education. We can take music, art, and other forms of culture to every corner of our state.

And now, allow me to return for just a moment to the program I have discussed. You have noticed, I am sure, that I have not talked about a lot of money.

What I have talked about is a program that will bring together many components, many people, and various levels of responsibility into a statewide plan.

By moving the medical education process into regional efforts, we will open new horizons to all parts of the state.

By establishing a new office in the Human Resources Department, we will see these health services directed to the places where the greatest need exists.

With local community involvement, state coordination, and utilization of available federal funds, we will make the best use of all the resources at our command.

These programs already have strong support from leaders of the medical profession in our state. Dr. Jacob Koomen,[1] our state health director, and his staff helped to develop the program. All of the medical schools in the state are already involved in the Area Health Education Center program.

This program did not develop overnight. It will not be solved overnight.

But we must begin.

[1]Jacob Koomen (1917-), physician from Raleigh; native of Bristol, New York; B.S., M.D., University of Rochester; M.P.H., University of North Carolina at Chapel Hill; active duty, U.S. Public Health Service, 1954-1956, with assignment at North Carolina State Board of Health; inactive reserve since 1956; affiliated with State Board of Health in various capacities since 1956, becoming state health director and secretary-treasurer, State Board of Health, 1966. *North Carolina Manual, 1971,* 570-571; news release of Governor Dan K. Moore, May 4, 1966.

LEGISLATIVE AND BUDGET MESSAGE

JANUARY 17, 1974

[The governor's second Legislative and Budget Message again called for a record expenditure of funds. The Advisory Budget Commission recommended a budget of $2,995,172,939. This was the largest one-year budget proposal in North Carolina's history, with proposed spending up $116 million from the 1973-1974 budget. The governor urged support for the recommendations of the Advisory Budget Commission.

Newspaper comment was generally favorable. The *Charlotte Observer* (January 20, 1974) supported the governor's stand on his endorsement of the medical school plan proposed by the University of North Carolina Board of Governors, commenting, "We salute him on that strong stand, which has some political perils for him. Now the state is about to see whether cool heads and wise reflection also will prevail among legislators." The Charlotte paper continued by saying the governor's warnings against tax cuts were "well-grounded." Holshouser, the paper noted, was "right in suggesting that the legislature should be wary of cutting taxes until it sees what the economy is going to do this year." The *Winston-Salem Journal* (January 19, 1974) criticized the Advisory Budget Commission for its recommendation that money be added to the East Carolina University medical school reserve fund. The paper commented that the governor had pointed out this and other weaknesses in his budget message. The *Daily Southerner* (Tarboro, January 19, 1974) said that the governor "has won the first round against the Democratic leadership of the North Carolina House." This was in reference to the vote of the House to send a bill calling for tax reduction back to the Finance Committee. The *News and Observer* (January 20, 1974) said that the governor "proposed a generally sensible set of refinements and extensions of state policies. There was nothing very bold about the message, except its admirable statewide perspective. It was properly cautious about revenue projections, because tax collections will be affected by the energy crisis. And it was carefully specific in emphasizing continuity of commitments made by previous assemblies." The *News and Observer* also made reference in its January 20 editorial to the matter of further state government reorganization, which was scheduled for more debate during the legislative session. The Raleigh paper said, "The guiding factor of legislative judgment here should be a truly objective, long-range view."

The 1974 session lasted sixty-four days, during which time more than 3,700 bills were considered and 1,675 ratified. Adjournment occurred on Saturday afternoon, April 13, concluding a session during which a $3.1 billion budget was adopted. Included were $12.7 million for kindergarten expansion, $28.3 million for Area Health Education Centers, and over $8 million for mental health programs. (*News and Observer,* April 14, 1974.)

The appropriations bill provided for expenditures of $1,690,791,798 from the General Fund and $391,056,882 from the Highway Fund for operations of state government. Additional capital improvements were also financed from these funds. (For details of the budget, see *N.C. Session Laws, 1973, Second Session, 1974,* c. 1202.)

The governor, on the day of adjournment, issued a release in which he itemized his recommendations and indicated whether or not they had been approved, rejected, or subjected to other action. Of twenty-five recommendations and/or proposals requiring appropriations, only two had been rejected outright; four had received less than the total amount requested but had not been eliminated. Of ten nonbudget recommendations, three had been rejected though one was considered still "alive" and required only minor work before completion. All in all, the 1974 legislative session was one which helped bring into reality programs sponsored by the chief executive.]

This marks the beginning of a new year—and of a new experience in North Carolina government. It's a beginning—and a continuation. For the first time, a governor of this state stands before a legislature that has convened for a second year in succession to conduct a full order of business for the people of North Carolina. But this is not a "new" General Assembly, not in the traditional sense. This session is not a new session, but it is a continuation of the work we began a year ago. Therefore, to know where we are going this year, it is important, more important than ever, that we pause for a moment and reflect on where we have been.

The year 1973 will be long remembered in North Carolina. Some people may remember it as a year of political change. But I believe that 1973 will be remembered more as a year of challenges met and opportunities realized. When the last word is written about 1973, I believe it will be remembered first and foremost for the many things that we accomplished together, accomplishments of which we can justly be proud.

When you recessed last spring, you left an enviable record behind you. Nineteen seventy-three brought the most progressive public education program in the history of our state. We made 1973 a landmark year for public kindergartens in North Carolina. You established by law a maximum class size for each teacher, creating an atmosphere in which the student is assured that he will get the personal attention from his teacher that every child needs and deserves.

We began the task of providing our schools with $300 million for new school construction and renovations, and the voters of our state overwhelmingly completed that task in November.

Our contributions to public education did not stop at the high school level. The tremendous boost given our community college system was the first major change in meeting that system's capital needs since it was established in 1963.

The 1973 record of achievement was not in education alone, however. We recognized that North Carolina had lagged far behind in our state parks, and we began a major thrust to establish a system of state parks and green areas for all our people.

You approved the largest budget increase in history for mental health.

In the field of corrections, we made a real head start in prison reform, implementing a number of the recommendations made by the State Bar Association's special study committee.

These are just a few of the contributions this legislature made to our state's march forward in 1973, contributions that will vitally improve the quality of life for the people we all serve. There were many others.

As a legislature, you made a great beginning in 1973, but only a beginning. The record of this General Assembly is not yet completed. You return to Raleigh facing a new set of circumstances and a situation clouded with uncertainties. The energy crisis holds the potential for having the greatest impact on our economy since World War II, and unfortunately, the worst problems may lie ahead.

But let us not use the energy crisis as an excuse to retrench or retreat from our responsibilities to the people of North Carolina. Rather, let us adopt as our guide the ancient Chinese symbol for crisis. That symbol has two parts: one representing "danger," the other standing for "opportunity." The people expect this legislature to move this year with an awareness of the potential dangers that could result from the energy crisis. But they also expect us to continue moving forward, to continue the agenda for progress that was begun in 1973. The people expect us to continue this advancement because they know we are in a race against time.

People who observe politics are fond of the saying: "After all is said and done, more has been said than has been done." Let not that be said of this legislature. Let us make a distinction between the kind of problem that merely threatens our convenience and the kind of problem that challenges the best in us because it really does

threaten the very quality and integrity of our life as a people. Let us resist the temptation to do too little simply because we can't do everything.

There are things that cry out to be done, and they are things that we *can* do. In the field of education, I urge you to continue to build on the solid blocks that we erected in 1973. The proposed budget submitted to you today shows some of the steps that we must take. I urge you to adopt the second step of the kindergarten program, making this opportunity available to twice as many children. Let us recognize that we are not meeting the needs of our exceptional children. These are special children who require special programs. I recommend to you a major expansion in special education programs at a cost of over $8 million. I also urge you to adopt other budget proposals for our children, including $5.7 million to provide for a strong increase in counseling and health services in our schools and $1.3 million to establish a comprehensive child health screening and information system for preschoolers.

State government reorganization has given us a more effective tool with which to deal with these programs, and I urge you to give it an opportunity to succeed rather than attempting to create a major new department to deal with all the varied problems of one segment of our population.

Recognizing the increasingly important role that our community colleges and technical institutes play in our educational system, let us continue to move forward in expanding and improving their ability to perform that role. We took major steps last year, and I recommend to you now another $10 million in capital improvement funds for these institutions.

If there is anything more important than a person's ability to obtain a quality education, it's his ability to maintain good health and to receive adequate medical care when he needs it. It's a problem, but it presents an opportunity if we meet it with boldness, wisdom, and imagination. It is a complex problem, one that has several parts. In sheer numbers, we don't have enough doctors. Particularly, we don't have enough doctors in the primary care fields—family doctors. But an equally important part of the problem, one that is shared by other states and other countries around the world, is the distribution of doctors. While some of our cities are able to maintain an adequate ratio of doctors and patients, others are having problems; and many rural areas are still not able to attract physicians.

To help solve this problem of educating more doctors and the

distribution of doctors, an exciting proposal is being offered to the people of this state. This proposal gives us the opportunity of moving into the forefront of the nation in getting medical care to the people—not just the people in the cities, not just the people with a lot of money, but people all across North Carolina.

This program will spread medical education centers across the state. By expanding our system of Area Health Education centers, doctors and related health personnel will be receiving training at numerous locations instead of having medical education concentrated almost totally in Winston-Salem, Durham, and Chapel Hill. We will have medical students, interns, and residents getting a major part of their training at such places as Asheville, Roanoke Rapids, Charlotte, Rocky Mount, Fayetteville, Tarboro, Greensboro, Wilson, Raleigh, Wilmington, Greenville, and others. Because our system of rural health clinics can be tied to these medical training centers, we will have, for the first time, an opportunity and a system to bring adequate health care to all our people.

Not only does this proposal make tremendous inroads into the problem of distribution and location of our physicians, but it also deals directly with the problem of getting more doctors. Indeed, under plans already being implemented, the number of North Carolinians enrolled in medical schools in this state will more than double during the present decade. In fact, the number of North Carolina medical students will rise from less than 400 to nearly 1,000 by 1980.

Medical residencies are still the key, however. It's been clearly shown that the best way to attract and hold doctors is by influencing where they do their residencies, a step that comes after formal medical school work is completed. Under this proposal, the entire state will be used to provide the clinical training ground that medical education requires. If we want more doctors out there on the firing line, treating the people of the state, this proposal offers the fastest and least expensive way to do it. This exciting new proposal will almost double the number of doctors practicing in North Carolina within sixteen years. I urge you to adopt it, together with the recommended expansion in the rural health program. This is a problem of health care delivery; but it's also a problem of medical education within our university system, a system which needs and deserves our support.

Just a little over two years ago, as our special session drew to a close, a legislator from Watauga County rose from his seat in this chamber and talked about our actions in that session, saying that

something great had just been accomplished in higher education in North Carolina. What I said then is just as true today. I was never more proud of the General Assembly than I was on that October day in 1971 when I saw personal and sectional considerations put aside in statesmanship to create something truly fine for our state, a new governing system for higher education. Those of you who were here in 1971 stood and applauded those words, not in tribute to the man who said them but in tribute to what they represented. But you'll recall that I also said the real test of whether our finest hour would survive would come in the next General Assembly, this General Assembly.

I urge you with all of the strength I have to keep faith with our university system. Our Board of Governors is a young body, but it is already demonstrating a sense of accountability and responsibility in our higher education system. When you say in 1974 that you are still willing to place your confidence in that Board of Governors to operate the finest state-supported system of higher education in the country, you will have passed that test and passed it with flying colors. And I will say again that never have I been more proud of the General Assembly.

These proposals regarding health care are extremely important, but they are just part of a major package designed to increase our capacity to meet all the health needs, mental and physical, of our people.

These recommendations include over $1 million to help build a much needed burn center at North Carolina Memorial Hospital and almost $2 million to improve emergency medical services. This budget also includes $12.5 million in state matching funds which will provide a $48 million increase in Medicaid payments made necessary by rising costs and more eligible recipients.

In the area of mental health, where we know we've got to run hard to catch up, the package of recommendations includes $9 million to improve state support of community-based programs and another $3 million for the construction of facilities required by these local and area programs. I urge your support of the recommendation for an additional $5.5 million to add over 600 staff members in our mental institutions and to improve the supportive services that will enable our patients to receive better care. It has become increasingly clear that the emotional strain of the time in which we live is taking its toll on our people. Of the North Carolinians who are patients in hospitals today, far too large a number of them are hospitalized for one form or another of mental illness.

One important tool in this battle is the availability of sound counseling services in the communities across our state. An exciting program for the training of counselors and for the providing of facilities at the local level is included in this budget. This proposal has a tremendous potential, and I urge you to approve it. It does not have a large price tag, but it could very well be the most important money we can spend.

All of these health and mental health programs are designed to correct some of the shortcomings we find as we examine the needs of North Carolina. As we pause and take a hard look at ourselves and our society, we also see other ills that are begging for a cure.

It was not until recent years that we faced up to the fact that if we are to have the system of law, order, and justice that we all want and need, we've got to have law enforcement officers that are adequately paid and properly trained. But once having recognized that need, we have moved surely and firmly in seeing that it is met.

The Criminal Justice Training and Standards Council has provided us with a yardstick to measure the qualifications we want in our law enforcement officers. In 1973 we established a minimum salary level for local law enforcement officers across our state. And plans are well under way for the establishment of a criminal justice training center. But our system of criminal justice is composed of many parts. To neglect any of them is to weaken the entire system.

More and more we've come to recognize that our correction system can be one of our very best tools for law and order if we give it the proper support, the right direction, and the kind of facilities it needs. We already know that almost half of our prisoners today are repeaters. They've been there before, maybe several times, and they're likely to return again. Let us recognize that when that man or woman makes the first mistake, this particular crisis situation offers us not only danger but an opportunity, an opportunity to do what we can to help that person return to society as a useful, law-abiding citizen.

The prison reform steps you already have taken recognize the fact that building projects will never be all the answer in providing a sound corrections system. But obviously, facilities that allow for single-cell housing can play a great role in helping with the true rehabilitation of the prisoner. The type of situation in which he is confined can be a major factor in determining whether he will go back to society as a productive citizen or as a hardened, embittered person ready to strike again. This budget recommends capital improvement appropriations of $21 million for correctional facilities,

with special emphasis being placed on providing single-cell medium security units. I urge your approval of this recommendation as well as other funding proposals that will contribute to our prison reform efforts.

You also will be considering legislation asking you to increase the State Board of Paroles from three to five members. I believe that all the evidence presents clearly the need for a larger board, and I ask you to take this step.

Finally, if we are to have a system of criminal justice that truly serves our people, we must have criminal laws and procedures that are written and applied so that there is no question that justice is being served.

In recent months we have heard and read reports indicating there has been possible misuse or abuse by some of our courts of the sentencing procedure known as "prayer for judgment continued." I urge you to examine the appropriate statutes and to rewrite them to assure that this sentencing device is applied only as it was originally intended, as a vehicle for mercy in special cases.

In all that you do in this session of the General Assembly—whether it be in education, health, or criminal justice—it is important that you consider not only the needs of our people today but the legacy you will leave to future generations.

Last year three bills related to land-use planning were introduced in this General Assembly. Since you recessed last spring, a number of you have served on committees that have gone about the state, holding public hearings, and building public support for these important proposals.

We have reached an important crossroads in North Carolina. One road leads to danger, and probably disaster. The other leads to opportunity. Let us seize this opportunity and move forward now with the kind of sound and sensible planning that will make North Carolina a model of "balanced growth." Let us not be timid. Let us not have to face our grandchildren someday and bow our heads in shame when they ask us: "Why didn't *you* do something?"

I urge you to move forward, too, as we did in 1973, to build a system of parks and green areas throughout North Carolina so that our children and grandchildren will have a place to go to enjoy the outdoors and the wonders of nature.

I commend to you the budget recommendations that call for an appropriation of $5 million to acquire additional land for parks and $3.6 million to develop and improve our present park sites. I also

urge you to approve the Land Conservancy Bill so that our state can compete in the marketplace for land suitable for parks before that land is lost forever or gets a price tag that is out of reach. This bill can literally save the taxpayers millions of dollars.

We are fortunate in North Carolina, fortunate for many reasons. For one thing, we are fortunate that about two thirds of our land is covered by forests. Unfortunately, much of this forest land is failing to produce anything near its potential while demand for forestry products is expected to double by the year 2000. We should begin now to develop a set of standards that will allow for the most effective management of our forest lands under a variety of conditions and situations, within the confines of environmental protection regulations. I ask you to establish a study commission to research this problem and propose effective forestry practice standards.

All of these things we can do. Many of them will take money, but we have the money to do the job. Our Advisory Budget Commission has worked long, hard, and well; and I want to express my personal appreciation to the members for a job well done. This is a budget that enables us to do many things. But it is also a budget that was drawn with proper regard for the effects the energy crisis may have on our economy and on state revenues.

Because of the energy crisis, the Advisory Budget Commission has estimated that tax and nontax General Fund revenues in 1974-1975 will increase by less than 7 percent, the lowest in a decade. For Highway Fund revenues, where the impact of the energy crisis may be felt more strongly, an increase of only 3.18 percent is estimated. The General Fund budget prepared by the Advisory Budget Commission leaves only $3.6 million unappropriated. As we consider the use of these funds, it is essential that we provide adequate financing for the Energy Office to help us cope with this continuing problem. The mandatory fuel allocation program is requiring an immediate response on our part.

The energy crisis is an unwanted item on our agenda, but it is one that must be given top priority in our considerations. I hope that you will move promptly in adopting the recommendations of your Energy Crisis Study Commission for emergency powers to deal with new difficulties presented by this crisis as they may arise.

As you look at the funds we know are available, I also recommend that you revise sick leave benefits for schoolteachers, placing them on the same sick-days-per-month basis that we give our state employees.

These recommendations leave unspent only a very small amount of the estimated available funds. As you continue your deliberations I hope that some of the uncertainty is removed concerning just what impact the energy crisis will have on North Carolina and, in particular, on our revenue picture. If the revenue estimates do improve, however, I urge you not to retreat from your forward march, for there are still so many needs out there in front of us.

Keep in mind the fact that in only six states in this country do the state and local governments take less from the pocketbooks of their people to support their public school systems. Remember that the quality education we want for our children can never come unless we provide the means to attract the best teachers. If the revenues are available, I urge you to provide for additional salary increases for teachers and state employees beyond the 5 percent that is recommended, recognizing that this 5 percent increase is not even meeting the rise in our cost of living over the last twelve months.

The need remains for a larger allocation for single-cell units in our prison system.

Funds will be needed to implement the land management proposals.

Keep in mind that the report of the Mental Health Study Commission soon will be placed in your hands, showing us how much more needs to be done in our mental health program.

It is always a political temptation in an election year to propose tax cuts. I urge you to resist that temptation. Don't weaken our state treasury at a time when the full impact of the energy crisis is yet to be felt. We should face the stark, cold reality that thousands of North Carolina workers could lose their jobs for lack of adequate fuel supplies.

One unfavorable ruling by one federal agency could bring disastrous consequences for many of our working people. If we should lose our fight before the Federal Power Commission regarding our natural gas allocations, it could result in plant shutdowns that would put over 80,000 North Carolinians out of work. I pledge to you today that the Governor's Office, the Utilities Commission, and the Attorney General's Office will continue to fight that battle. But that is only part of the picture. Shortages of supplies in various types of fuels could seriously affect our industrial capacity to operate, our farmers' ability to produce crops and livestock, and all the other segments of our economy that depend on our industrial workers' and farmers' ability to earn an income.

If any consideration is given to tax cuts, and obviously I believe

that any such move would be unwise during this session, it should at least be postponed until we have some idea of how the energy crisis is affecting our revenue and until you have been able to examine the needs of our state. This is indeed a time of uncertainty, a time of crisis. It's a time of danger, but it's also a time of opportunity.

I believe that when we look at the entire picture, it is one of optimism and hope. For one thing, during the past three years, a major, historic change has taken place in the governmental structure of this country. For the first time in the lifetimes of most of us, power has stopped flowing toward Washington and has begun flowing back to the state and local governments that are closest to the people. In this concept of the "New Federalism," Washington is saying to us that we can solve our problems best at the state and local levels. For many years, governmental observers have been talking about the ineffectiveness of state and local governments. Now, we have the opportunity, and the responsibility, to prove that *we* can do the job.

We are already moving in many areas. We are one of only three states that have chosen to implement the new Occupational Safety and Health Act rather than letting Washington do it. You will shortly have recommendations made to you to assure that North Carolina is able to continue to handle the Workmen's Compensation Act rather than letting this duty move to the federal government.

I am optimistic today because we have the good fortune to be in the southeastern part of the United States. It's been a standard policy for politicians to talk about the greatness of the states in which they live. Yet, because of the many areas in which we have fallen behind in the statistical comparisons with other parts of the country, I am afraid that we North Carolinians have tended sometimes to underestimate our potential.

There is no question but that there are areas in which we must do better. But one fact is becoming increasingly clear. As the North Carolina industrial and trade mission toured Europe this past year, and as we talked with governmental and industrial leaders in many countries, it became clear that international leaders believe that we live in the region that offers the greatest opportunity for sound development and quality living of any area in the entire world. That fact is recognized around the globe. The opportunity is there if *we* will just recognize it.

If we will protect our assets with land management, with park

development, and with transportation planning; if we will recognize that the New Federalism offers us a whole new wave of opportunities; if we will refine our abilities to work with the federal government, with local governments, and with other states surrounding us, we can and we will make North Carolina the leader of the New South and set an example for the country. But if we are to do these things, and if we are to deal with the problems of today and tomorrow, effective government is an absolute necessity.

This legislature in 1969 began the long journey of state government reorganization. The voters of North Carolina approved the constitutional changes in 1970, and that vote was followed by the extensive work of the special study commission, the Executive Reorganization Act of 1971, and continued progress in 1973. I urge you to finish the job of state government reorganization in this 1974 session.

For several months during 1973 the Governor's Efficiency Study Commission looked hard at state government. It has given us a blueprint for more effective use of our tax dollars. Many of these recommended changes can be adopted administratively, and the implementation process has already begun. A number of the changes recommended will require legislative approval, and we will send a series of proposals for your consideration in the very near future.

The New Federalism demands that we make greater efforts than ever before to maintain strong ties with federal and local governments. I expect to announce within the next few days an expansion of our Office of State-Federal Relations into a new Office of Intergovernmental Relations. This office will have the responsibility of working closely with national officials as well as leaders in local government across North Carolina. This office also will have the responsibility of working with other states in our region, and it will include an office in Washington to maintain close relations with our congressional delegation as well as federal officials. One of the responsibilities of the Intergovernmental Relations Office will be to monitor federal grants.

Some months ago, the state of Louisiana installed a new computerized system for tracking federal grants. They found that over a 28-month period, Louisiana had overpaid its share of federal-state matching programs by $16 million. The result was a $16 million refund from the federal government. This is the kind of tracking effort we need in North Carolina. I believe that this entire program repre-

sents an important step in North Carolina's efforts to move into the forefront of the New Federalism.

There is an old saying that runs like a thread through the fabric of this country: "Necessity is the mother of invention." This is the spirit that has characterized the people of this state. As we face our crises and opportunities, let us not whimper and accuse and look for scapegoats for our problems. Let us take counsel with our courage and our faith instead of our fears.

Some of you already know that the city of Asheville has a motto that reads: "God, give us men to match our mountains." That's a worthy goal. But let us paraphrase it today and ask, "God, give us men and women to match our needs and opportunities"—and then let us be such men and women.

LEGISLATIVE AND BUDGET MESSAGE

RALEIGH, JANUARY 20, 1975

[The 1975 Legislative and Budget Message was delivered by the governor before a joint session of the North Carolina General Assembly the evening of January 20. Preliminary publicity indicated that the message would focus on economy. Following the address, the governor heard many commendations; and he issued a news release on January 22 in which he quoted from these: "The Governor's speech tonight was one of the finest I have ever heard. Tell him I am behind him 100 percent." This comment had come from a Raleigh civic leader in a telephone call to the mansion a few minutes after the conclusion of the speech. A physician from Salisbury wrote to the governor: "Your speech last night was highly commendable. We, along with many people, agree with your decision to remove the food tax." Similar quotations were offered from reactions across North Carolina. One woman wrote that she was a registered Democrat but that she had voted for Governor Holshouser and was proud of her vote and of his strong leadership.

The reaction of legislators was varied, generally following party lines. The *News and Observer* of January 21, 1975, reported that the reception given the message by Democratic leaders, "particularly his call for repeal of the tax on food, was almost as cold as the night air in downtown Raleigh Monday night." Democratic leaders were critical of the proposed date of July 1, 1976, for the repeal, saying that the change was needed immediately.

Newspaper reaction varied across the state. The *Asheville Citizen* of January 22 said: "If after due consideration the lawmakers find repeal advisable, they should provide relief as soon as possible, not delay it, as the Governor recommended, until July, 1976. Consumers need help now." The paper suggested the alternate of raising "grossly undertaxed" cigarettes and alcohol. The *News and Observer,* also of January 22, felt that the repeal of the food tax, which was to be made up from unspent appropriations, was poor budgeting policy. The paper expressed the opinion that the food tax should be repealed and should be part of a tax reform package which would recoup lost revenue from "for instance, increased tax rates on higher incomes." The *Greensboro Daily News* of the same date reported the governor's views on sales tax and thought that his ideas on the veterinary school were probably sensible. The paper continued, "The Governor's message is on the whole a sensible one. If he errs on the side of caution—and we are not sure that he does—errors of that kind are preferable with the national economic outlook as it is." The January 22 *Charlotte Observer* noted: "We think the governor's call has made it necessary for the legislature to examine all of those possibilities and to adopt the one that will make food-tax repeal a reality, not in 1976

but this year, when family food budgets are being pinched." The *Winston-Salem Journal,* also for January 22, said, "Gov. Holshouser's proposal does not contribute to that decision-making, but tends to muddy the waters for responsible budgeting. If the state is going to be able to repeal the food tax next year, that would be the appropriate time to do it and not 18 months in advance." Continuing, the paper said that "Caution is the theme running through the budget for the next biennium laid before the General Assembly. Its revenue forecasts are founded upon a guarded analysis of the present economy and the prospects for recovery. Its spending proposals suggest a careful selection of priorities among the needs facing the state." A *Raleigh Times* editorial was headlined "Governor's message great until he dropped other shoe." This editorial observed that the governor "stood several inches taller as he dramatically called for repeal of the state's 3 per cent sales tax on food. Unhappily, as the applause subsided and he dropped the other shoe—recommending repeal be delayed until July 1, 1976—the initial illusion was completely destroyed."

The 1975 session of the General Assembly adjourned June 26, without repealing the sales tax and after considering many more calls for money than could be met. The state budget for 1975-1976 totaled $3.257 billion, which included $1.785 billion from the General Fund, $422.8 million from the Highway Fund, $754.3 million from federal funds, and $295.6 million from other funds. Included in the totals were capital improvements appropriations of $41.9 million for the fiscal year. The $3.380 billion budget for 1976-1977 would later be subject to severe cuts when the General Assembly convened in May, 1976, to review the fiscal picture. Because of the recession, the second session was to face many problems and make many difficult decisions. See "A Lot of Things Were Changed by the N.C. General Assembly," *We the People of North Carolina,* XXXIII (August, 1975), 30-32, 45; *N.C. Session Laws, 1975, First Session,* cc. 874, 875, for the major appropriations bills.]

This is not going to be the usual kind of legislative message, perhaps, but then January of 1975 does not find North Carolina in the normal condition. We meet this evening in a time of challenge. This in itself is nothing new. Every legislative session brings challenges—some of them more than others. In 1975 we face a special kind of challenge. We face a national economic crisis that has thousands of North Carolinians facing the grim reality of the missing pay check, the dwindling bank balance, and the accumulation of unpaid bills. We face 1975 knowing that all North Carolinians are paying more money for their food, their gasoline, their electricity, and almost everything else. In 1975 we face a national energy crisis which has had an impact on North Carolina's gasoline

pumps, our curing barns, our industrial plants, our businesses, and even on the temperature in our homes. It is a time when not just North Carolinians but people all across America are being asked to tighten their belts, to conserve in many ways, to sacrifice.

And so I say to you tonight that 1975 may very well go down in history as the year in which the legislature and indeed all of state government faced our most important test of leadership. Under these circumstances I think it is important that I do more this evening than give you a legislative message or a budget message. It is important that we take a look at the state of affairs in North Carolina, what we have been doing in response to our challenge and what we have to do together to meet this test of our leadership.

We have to recognize that in a nation such as ours people do not and should not expect government to solve all their problems. These are problems that require cooperation, imagination, and some sacrifice from every segment of our society. In North Carolina I know that we can count on that kind of effort from our people. But the people do have the right to expect that their government at all levels recognizes the situation as it is and acts accordingly in providing leadership and direction in finding solutions to these difficult problems.

The Advisory Budget Commission and I present to you a budget that will allow our state to continue to move forward with programs that are important: the continued expansion of our kindergarten system; programs to meet the special needs of exceptional children; funding to keep up with the ever rising costs of Medicaid; appropriations to allow us to keep pace with the demand for better care for the patients in our mental institutions. I support these programs, and I encourage your support for them. But tonight I also know that our people need something more right now than new government programs. They want to know that we are doing something to help them keep their jobs or get back on the job as soon as possible. Those who have become part of our unemployment statistics want to know that we are going to help them keep body, soul, and family together until they do get back to work. Our people want to know that we are concerned about their pocketbooks, their ability to keep food on the table, a roof over their heads, and heat in their homes and businesses.

It's been a long time since unemployment was a major problem in North Carolina. Since mid-1971 the unemployment rate for insured workers, those eligible for unemployment compensation,

generally ranged from 1 to 2 percent, among the lowest rates in the nation.

But since last September we have seen an astonishing increase in our state's unemployment figures, rising from some 22,000 workers to more than 200,000 during the early part of this month. While a substantial number of workers have lost their jobs because of the recent cutbacks in natural gas, most unemployment in our state is the result of the need for inventory reductions which always follow a national economic slowdown. While we in state government can do little to affect the causes of unemployment, we can do our part to ease its impact.

Several weeks ago I organized a task force composed of several top-level state officials to move as quickly as possible to take advantage of the emergency Public Service Jobs program initiated by President Ford and enacted by the Congress. We are using these funds to put people back to work, many of them in jobs that will provide direct assistance to *other* unemployed people. They are handling unemployment claims; they're helping in the handling of food stamps.

At the same time we are taking advantage of federal legislation that enables us to extend the benefit period for many unemployed people, in some cases up to a full year if they are unable to find other jobs in that time.

There are still people who are having trouble getting their unemployment claims processed quickly. Our Employment Security Commission has taken several steps to cope with the sudden and dramatic growth in our unemployment rolls over the last few weeks. It is doing a remarkable job considering the circumstances. But we can do even more to speed up the process. Within the week you will receive proposals to get unemployment benefits into people's hands faster.

Every one of us should recognize that there are few greater tragedies that can happen to an individual or a family than the loss of that regular paycheck coming in each week or month. In times such as these, when belt-tightening has to be the order of the day, it also might seem that a freeze on vacant state jobs is a logical step. But at a time when more than 200,000 North Carolinians already are out of work, I can think of no stranger way to attack the problem of unemployment than to abolish hundreds of General Fund jobs when the money is there. We cannot afford to spend tax dollars for a job that isn't needed; but we can afford even less to

abolish jobs that are needed when there are so many thousands of people who desperately need a paycheck and are ready, willing, and able to work. We also must recognize that we have a responsibility to *all* North Carolinians who are feeling the deadly effects of job cutbacks and rising costs, including the millions who are still drawing their paychecks but are having to struggle mightily to cover the bare essentials of life.

Through four terms as a member of this General Assembly, and serving on the Appropriations Committee, I became more and more familiar with the appropriations process. One of the things I never could quite accept was the idea of taking money from the taxpayers and simply holding it in the state treasury rather than putting it to work to provide services and programs. At a time when money is so hard to come by for so many people it is almost criminal to take money out of their pockets and hold it in the treasury.

We haven't done that in the last two years. But there is available in this budget more than $80 million which will do nothing for the people but draw interest. I believe that this money should be returned to the people!

We have heard a lot of talk about repealing the state sales tax on food. Many of you campaigned on the promise to get rid of it. With food prices out of sight and rising, now is the time to repeal the food tax. Very shortly I will submit to this legislature a proposal to repeal the state's 3 percent tax on food, effective on July 1 of next year.

This has always been a regressive tax that works the greatest hardship on those who can least afford it: low-income families, the elderly, and others living on fixed incomes. But with food prices where they are today, it's hitting every food shopper in North Carolina. By repealing this tax we are saying to the people of North Carolina that we are concerned about their problems, that we know their food costs are going up and that this is one way that the state can help. And the money is here to repeal this tax without cutting a single penny from a single state program. We don't need to raise any other taxes either.

Having been a member of the legislature, I know what happens when the various interest groups see this kind of money available. I know that you will be under severe pressure from almost everyone who is asking for money from the state for a variety of meritorious programs. But I say to you tonight that we have a special obligation

to the largest and most important interest group of all the more than 5 million people who *are* North Carolina.

I also know there are those who have a genuine concern about the long-range wisdom of any reduction in our tax base. Let me point out that in the first five years following repeal of the food tax, the normal growth from our remaining taxes would allow $350 million in capital spending and still increase the operations budget by more than 62 percent—an increase of over a billion dollars. If federal revenue sharing is continued, that increase in spending would jump to 74 percent in five years.

Most cities and counties now derive revenue from the 1 percent local option sales tax, and this revenue is now built into their budgets. I recommend that local officials be allowed to determine, on the same local option basis, whether they can remove this local tax on food. The sales tax is one place where state policy directly affects the price of food. There is a second one, and that is in our regulation of the sale of milk.

I am convinced that one of the reasons our country finds itself in the economic mess it is in today is the increased amount of government regulation of the free enterprise system that has occurred over the last several decades. In too many cases government has created artificial barriers that prevent the system from working the way it should, without any corresponding benefit to the people. This has happened primarily on the federal level, but it has happened here, too. And it has happened to one of the most important items in almost every family's food budget. I refer to the law that forces a retail grocer to sell milk higher than he wants to.

Make no mistake about it—we have an obligation to ourselves and our children to protect our milk supply. We should fully recognize that our present system isn't working, because during the last twenty years the number of dairy farmers in North Carolina has dwindled from over 5,000 to about 1,500. Milk *is* different from many other products because it's perishable in a very short time. Our Milk Commission has the obligation, by statute, to assure that dairy farmers get a fair price. This is essential to maintaining an adequate milk supply in this state. But there is no reason at all that once the milk reaches the supermarket or the corner grocery store that the retailer cannot sell at any price he chooses—including a price below the cost he paid if he thinks this will benefit him in the long run by attracting more customers to his store. I urge you to remove this barrier from the law and to give the people of this state a break.

By taking these two vital steps we can help the consumer cope with the second largest item in his budget, the cost of food. At the same time we cannot ignore the largest cost item for most families, the cost of housing. This budget recommends additional support for the State Housing Finance Agency with the hope that their action will help to make more mortgage money available for home building. With questions having arisen, I hope you will examine both the appropriation and any pending legislation carefully to assure the success of the effort. I also will urge that we respond quickly and favorably to the request by the U.S. Department of Housing and Urban Development for changes in our finance law in order to facilitate federal housing assistance programs.

Jobs, food, housing—these things are basic.

To get to our jobs, to our schools, to our grocery stores, it is also essential that we have adequate means of transportation. From the standpoint of our responsibilities in state government, the present combination of energy shortages and economic distress has hit the hardest in the area of our transportation program.

Our gasoline tax revenue, the major source for our highway program, has dropped sharply. There is no question that the proposed import fee on foreign oil will lead to an even greater reduction in our own state's gasoline tax revenues. This means we face the hard choice of slowing down our road construction program or raising the gasoline tax. North Carolina has tremendous road needs; but given the deadly bite of inflation on everybody's pocketbooks across this state, I would strongly oppose any effort to increase the state gasoline tax. At the same time we can, during this session of the General Assembly, make a major contribution to both the conservation of gasoline and to the transportation needs of our people.

Recently adopted federal legislation has, for the first time, given this country a major national program to assist local communities in providing adequate bus systems for both urban and rural areas, and we can help our communities take advantage of this opportunity. I am asking that $2.5 million in state funds be pooled with federal money over the next two years to support the capital cost of local bus systems. This program of state-local cooperation will enable us to move quickly into the forefront of this effort to expand transportation opportunities for our people while conserving gasoline.

We have talked about some of the most vital concerns of every North Carolinian today. Underlying all the problems we have dis-

cussed is the nation's energy crisis. The costs of fuel and electricity affect the cost of food from its production in the farmer's fields to its preparation in the housewife's kitchen. Sharp increases in the cost of lighting and heating a home have become a major problem for families in maintaining their household budgets. The shortage of natural gas has closed some of our industrial plants and threatens to close many more, putting more Tar Heel workers in the unemployment lines. This is not a problem we can solve by sitting around wringing our hands, worrying and guessing about where it's going to hit us next. It's a problem that demands the attention and best efforts of all of us.

There's no question but that the Federal Energy Administration, the Federal Power Commission, and the federal courts make the major decisions about how much oil, gasoline, propane, and natural gas every state is going to have. Time and time again we have met with the Federal Energy Administration and have gained additional supplies of gasoline, heating oil, and propane. For over a year we have been fighting the battle of natural gas allocations. Twice I have testified in behalf of the state before the Federal Power Commission. Our commissioner of agriculture, Jim Graham,[1] has also given testimony to the Federal Power Commission on the needs of our farmers.

Twice we lost cases before the FPC, appealed, and won the day before the U.S. Court of Appeals in Washington. Once again we find ourselves before that court, fighting against the cutbacks in our natural gas supplies which are forcing an unfairly large number of North Carolinians to sacrifice their jobs to the warm homes in the northeastern part of the country, where no conservation efforts have even been started. Already we have seen these cutbacks cause serious problems in our production of fertilizer, which is essential not only to our own farmers but to easing the entire world's food shortage. I assure you tonight that we will pursue every legal remedy to get our fair share of natural gas and to convince federal authorities that the protection of jobs and paychecks has to be given a top priority.

At the same time North Carolina has been in the front line of efforts to conserve all types of fuel and energy. We were one of the first states to reduce the speed limit to 55 miles per hour on our highways, a step that has saved lives as well as gasoline. Our people were asked to join in a conservation program, and they responded. By using less heat in the winter and less air conditioning in the summer, our people consumed nearly 15 percent less natural gas

during the past twelve months than in the previous year. There also has been substantial success in conservation efforts of both fuel oil and electricity.

If shortages have become the most visible result of the energy crisis, shortages have not been the only impact which we have felt. If there is one thing that brings our present economic-energy crisis to the attention of the average citizen, it is his monthly electric bill. Since I spoke to you last year the cost of electricity has risen dramatically. As the nation seeks to gain some measure of self-sufficiency in energy, our electric utility systems are being called upon more than ever before.

Power companies have traditionally been a government-protected monopoly and thus enjoy a special status in our industrial structure. Because they do not face direct competition, the Utilities Commission must assure that rates charged consumers are fair and equitable and do not generate excess profits. At the same time we're demanding that more and more electricity be produced to serve our homes and industries, and we also know that the cost of building those new power plants is increasing, just as it costs more to build a house or buy groceries in the supermarket. It's also obvious, however, that the sharp rate increases of the past years are creating serious hardships for many people. Rate reform is certainly a part of the answer, and our Utilities Commission has already begun to reverse the historic rate structure which has always favored large users of electricity and placed a heavier burden on the homeowner.

Other reforms may be possible, but we must avoid the danger of trying to meet the current hardship with a short-sighted response that will in turn create even greater hardships later. The temptation for demagoguery is great; and I urge you to resist it, lest you build false hopes and further erode people's confidence in government.

But all of us need a better understanding of why rates have gone up. Therefore I'm calling on the Utilities Commission to move beyond its historic position of holding hearings and making rates. I'm asking that it bring a report directly to the people explaining just what's happening in language that we all can understand.

In addition, I urge your support of the budget recommendations for increased staff assistance for the Utilities Commission in order that personnel will be able to examine effectively the growing number of rate applications. This will allow case studies to be more

thorough and will reduce costly delays in construction approvals and rate decisions.

Our country has the will, the resources, and the leadership to solve these difficult problems we face today. Our system of democracy and free enterprise has never failed us, and it won't fail us this time.

But one of the things that concerns me most today is the fact that a growing number of our young people in this country are coming out of our public schools with no idea what the free enterprise system is all about. In some cases, they are leaving school with a distorted view of this system and with the idea that "profit" is a dirty word. It is high time that we require in our public schools a special course to give our young people an understanding of the free enterprise system, not only in terms of how it has given us more freedom than any other people of the world but also a higher standard of living for more people than any other nation in history.

It is a year of extraordinary challenges for this legislature, and a year of testing for all of us. But it isn't all gloom and doom in North Carolina.

We are fortunate in North Carolina that our state is still a good place to live and grow; that we still have more that our share of green areas, clean streams, and clear air; and we have had the vision to begin the kind of land management planning that will enable us to continue to grow without committing the mistakes that have ruined other areas of this country.

We are fortunate that despite the national recession we have just ended one of our greatest years in history in industrial growth and expansion, growth and expansion that is continuing at a dynamic rate even today. Just within the last month a number of major companies have demonstrated their confidence in North Carolina with announcement of plans to build or expand facilities around our state: in Bertie County, in Wilson, in Lenoir, in Asheville, in Winterville, in Morganton, Statesville, Salisbury, and Hendersonville. All of this has happened in the last month, and no end to this trend is in sight. Our Commerce and Industry Division reports that inquiries from companies considering North Carolina continue to come in at a fast pace.

We are also fortunate in North Carolina, in this legislative session, that we have the resources to respond to our people's needs in a realistic way. We are fortunate that we can adopt a budget—a tight budget—that permits relief to the pocketbooks of our people

while at the same time allowing us to move ahead to meet many of the needs I have mentioned.

It didn't happen by accident. I would hate to face the situation we face today if we had not embarked on the reorganization of state government back in 1969. In many ways, too many to mention tonight, reorganization has enabled us to do a better job of responding to the needs of the people of North Carolina. I have asked the various departments of state government to prove to me how reorganization has improved their performance, and the reports they have given me are impressive. Just one small example might be helpful. Last year we handed the Department of Natural and Economic Resources two important new jobs: administration of the Sedimentation Control Act and the Coastal Resources Management Act. Because of reorganization the department was able to take on both of these major responsibilities without additional personnel and with no additional money. This is what reorganization is all about; there is proof that it is working.

I'm sure that many of you are concerned about the reports that 13,500 new state jobs were added during the past two years. You deserve to know the facts, and here they are. Over 10,000 new teachers and aides have been added in the field of education—in our universities, our community colleges, and particularly in our public schools, where we've provided teachers for our statewide kindergarten program. That's *not* "bureaucracy"; that's people to provide an education for our children.

We've also been fortunate in North Carolina in that in 1973 the North Carolina business community made a thorough efficiency study of our state government operations. When fully implemented, the work of the Efficiency Study Commission will mean a savings every year of some $60 million to our taxpayers. Much of this savings has helped us fight the rising costs of inflation. But has there really been a savings—is it only on paper? It will only take a quick look at this year's budget to show you that these savings *have* been real and they are having a significant impact.

Historically, the cost of keeping the state government going has gone up significantly each year as costs have gone up. This year, despite the fact that the cost of living has gone up more than 10 percent in the last year, we have placed before you a budget that continues the current level of services with virtually no increase at all in spending. That increase is less than one third of 1 percent in the first year of the biennium and just over 1 percent the second year.

But make no mistake about it. I'm not telling you that everything has been done that could be done to eliminate waste in our state government. We face the continuing challenge, especially in times such as these, of seeking out expenses that are unnecessary. I'm sure that you are just as interested as I am in minimizing waste, and I welcome you to the fight. I encourage you to discuss your ideas with members of my cabinet and the Council of State, because I assure you that up and down this administration people are prepared to respond to sound suggestions which you may have for improving our operations.

Our first concern in 1975 has to be a concern for the pocketbooks of our people. Yet our people have many other legitimate concerns.

There are no glamorous pie-in-the-sky proposals in this budget, but there *are* programs that will be of great benefit to our state and its people for many years to come. North Carolina parents are concerned, and have every right to be, about the failure of our schools to provide adequate reading instruction for our children in the elementary grades, leaving them poorly equipped to tackle virtually any subject as they move up the ladder. This problem is not going to be solved by just throwing money at it, but it's also not going to be solved if we continue to shut our eyes to it. This budget offers a beginning to the solution of our most critical education problem.

We know that many learning disability and emotional problems can be avoided or corrected if detected early in life. I strongly recommend the adoption of a preschool screening program for four-year-olds. Major strides were made in the last legislature to meet the special needs of exceptional children. This budget will continue that effort, and I urge your support of these programs.

For the emotionally disturbed and mentally retarded this budget allows us to provide more direct patient care in state institutions and to establish group homes for some of these patients, enabling them to be closer to their families.

During the last two years we've begun an exciting program to get primary medical care into the rural areas and small towns of North Carolina. This program already is proving that it can do the job in the areas of the state where our first rural health centers have been located. This budget calls for expansion of the rural health center system to other communities suffering from a shortage of doctors.

Many of our elderly people depend on Medicaid for the medical care they need. Without this program many families would face financial disaster trying to provide for their loved ones. But this

program is not without high costs. This budget calls for an increased appropriation of $26 million to meet the rising costs and expanding eligibility rolls of Medicaid recipients in North Carolina.

I have talked with you this evening about many things, about the challenges we face, the opportunities we have, and some of the programs that merit this legislature's attention. But mostly I have talked to you about people, about the problems facing the people of North Carolina and what we can do to help them solve their problems.

In this unusual year, 1975, our greatest challenge is to prove to the people of this state that their concerns are our concerns, that government can and will respond to these concerns.

That is my challenge to this General Assembly: that you put the people first in everything you do.

[1]James Allen Graham (1921-), farmer and owner and operator of livestock farm; native of Rowan County; B.S., North Carolina State University; active in many civic, agricultural organizations; appointed commissioner of agriculture July 29, 1964, and elected in subsequent general elections. *North Carolina Manual, 1975,* 515-516.

PUBLIC ADDRESSES AND STATEMENTS

[Governor Holshouser delivered hundreds of speeches and issued innumerable statements during the four years of his administration. Space prohibits the inclusion of all of these. Those of exceptional importance and those in which major concerns of the administration were discussed have been given in their entirety. Some, representative of a larger group, are also included in full. Some addresses and some of the statements have been summarized, but the headings to these will indicate that the material to follow is a summary of the complete address or statement. Speeches and statements which were omitted are listed by title, date, and place of delivery on pages 527-531 of this volume.]

SWEARING-IN CEREMONIES FOR NEW CABINET SECRETARIES

RALEIGH, JANUARY 9, 1973

[Governor Holshouser spoke on the occasion of the swearing-in of new cabinet secretaries, an event held in the Archives and History-State Library Building. Sworn in were William L. Bondurant, secretary of the Department of Administration; David L. Jones, secretary of the Department of Social Rehabilitation and Control; Tenney I. Deane, Jr., secretary of the Department of Commerce; David T. Flaherty, secretary of the Department of Human Resources; Bruce Lentz, secretary of the Department of Transportation and Highway Safety; and Mrs. Grace J. Rohrer, secretary of the Department of Art, Culture and History.]

I have asked you to join me in a high adventure in government truly of the people. I have asked you to join me in accepting a challenge to prove that government truly can work for the people. You have accepted this challenge at a time when government at all levels—local, state, and federal—is under the sharpest scrutiny. You have heard the criticisms and know them well: government is too big, too cumbersome; government is out of touch with the people; government is not responsive to the needs of society.

It does not have to be this way. You don't think so either, or you would not be here today. By your decision to accept the duties and responsibilities you are assuming here officially, you have demonstrated your desire to be part of a government that is both responsible and responsive. It will not be easy. There will be temptations. You will be tempted perhaps to play the role of empire-builder. I am confident you will be able to resist the temptation.

You will be tempted to seek more money for your programs and activities of your departments. Sometimes, more funds *will* be needed. But I know you will resist the temptation to assume that bigger budgets automatically mean better performance. Rather, our role should be to streamline state government.

You join us at an exciting time, a time when a beginning has been made in state government reorganization. It is just a beginning. Much work lies ahead, and it will be up to each of us to carry out our tasks in the true spirit of reorganization. Together we will make it succeed.

In the near future I will put a business management team to work, combing state government in search of better methods to spend wisely the tax dollars paid by our citizens. I believe this new



Six members of the Holshouser cabinet were sworn in on January 9, 1973, at ceremonies held in the auditorium of the Archives and History-State Library Building. They were photographed with Governor Holshouser immediately following their formal installation. Left to right, are David L. Jones, secretary of the Department of Social Rehabilitation and Control; Tenney I. Deane, Jr., secretary of the Department of Commerce; David T. Flaherty, secretary of the Department of Human Resources; Governor Holshouser; Bruce Lentz, secretary of the Department of Transportation and Highway Safety; Mrs. Grace J. Rohrer, secretary of the Department of Art, Culture and History; and William L. Bondurant, secretary of the Department of Administration.

approach will save the state millions of dollars. I know that you will give this effort your fullest cooperation.

I have promised you a high adventure. I do not believe you will be disappointed. You have pledged this administration and this state your talents, your energies, your imagination, your dedication. Each of you has much to offer, individually and as a member of our team. It will be a team effort, but one that requires the best from each of us.

I welcome you and thank you for your presence here. It is a sober occasion, but a happy one, too. Let us make it the beginning of a new era for North Carolina.

SWEARING-IN CEREMONY FOR STATE HIGHWAY COMMISSION

RALEIGH, JANUARY 11,1973

[Highway commissioners were sworn in at a ceremony held in the Highway Building Auditorium on January 11, 1973. In his inaugural address, the governor had committed his administration to change, particularly in the Highway Department. At that time he avowed "more than just the traditional promise of good roads. It's a commitment to a brand new approach to a modern transportation system in North Carolina." True to this word, the governor began by appointing interim commissioners to serve until his new secretary of the Department of Transportation could take hold and work toward goals of the Holshouser administration. The governor's philosophy with regard to highways was succinctly summarized in his remarks at the swearing-in ceremony.]

We have talked a lot about the highway program. People are obviously interested in improving its performance. We have promised the people of North Carolina a brand-new approach to transportation. I mean to keep that pledge. It will not be easy for you or for me. There will be many pressures on all of us.

I have asked each of you to do me and the state the great consideration of serving in an interim capacity until a new program is approved. I frankly anticipate that your terms may be less than six months. Your service in this crucial period will allow the new secretary of transportation[1] to move ahead quickly with internal reorganizations that will be the first big step in meeting our commitment.

It will not be "the same old game" with just a new set of faces. I have already told you that individually. I say it now publicly in the

hope that people all across North Carolina will understand that we are not going to have "politics as usual" but are actually going to practice what we have been preaching. We're going to put business practices to work; we're going to streamline; and we're going to develop the kind of priority analysis which will give us a real "system." This is not something I can do alone. Since it will involve certain statutory changes, it is also a matter of concern for the General Assembly. I expect to be consulting and working very closely with the legislature on the problem in the weeks ahead. We want to build a program that people can believe in; and I am confident that working together, a sound solution can be found.

Money in the Highway Fund is extremely low right now. The available primary roads construction funds now total less than $10,000. Thus our efforts between now and July 1 will be extremely limited. This is not to say, however, that there is not extremely important work for you to do. We need to begin early to plan a statewide network of primary corridors that will tie our people together. It is also essential that we adopt a rational approach to establishing priorities for our secondary road system.

You will be getting lots of calls, visits, and letters concerning paving and maintenance of our road system. I hope you will relay these as promptly as possible to the secretary with any comments you may wish to add.

I've given Secretary Lentz a big assignment, and he's going to need your help. The first thing I am asking you to do is to name the new secretary as acting chairman of the commission and give him full authority to act for the commission when you are not in session. It is first of all a symbolic action that will say to the people that we believe in the spirit and the letter of the reorganization effort. As a practical matter it will keep us from being drawn into a tug-of-war between a secretary and a commission chairman, a struggle which could defeat everything we are trying to do. This action will leave no doubt in the mind of anyone in the department as to who is in charge. It also will save us the expense of paying another high-salaried state official.

Again, let me thank you for your willingness to assume this role on this basis. I am sure you will run across people who will not understand this new approach and who will be urging you to do this or that. I'm confident that you can explain to them that it's a new day in North Carolina, one that will bring a professional approach to building roads.

[1]Bruce Albert Lentz (1929-), native of Lancaster, Pennsylvania; B.A., Cornell University; graduate work, University of Utah; Korean War veteran; engineer; appointed secretary of the Department of Transportation and Highway Safety by Governor Holshouser; became secretary, Department of Administration, July 1,1974. *North Carolina Manual, 1973,* 535; *1975,* 543; information by telephone from Office of Secretary of State, March 26, 1976.

STATEMENT ON STATE ABC BOARD

JANUARY 13, 1973

[The new members of the State ABC Board inherited many problems. In his January 13 statement, Governor Holshouser referred to the fact that there had been no activity at the Central Warehouse, Inc., since December 31; the board began an investigation as to why there had been delays in shipping liquor from the warehouse in Raleigh. Warehouse officials contended that the delay was neither unusual nor serious; and S. Thomas Sullivan, general manager, noted that deliveries were stopped at the beginning of each January for inventory. The 1973 inventory had taken longer than usual, he said, because of new inventory requirements and also because of heavy snow the preceding week. A newspaper reported that members of the board, when they toured the warehouse on January 12, saw nothing going on and had not found any warehouse officials there. Sullivan replied that board members had not visited his office. (*News and Observer,* January 14, 1973.)

During the ensuing months many additional problems were to come to light. The SBI conducted an investigation of ABC operations and actions of its previous chairman, Charles Cohoon. Questions concerning "damaged" liquor which had been removed from the warehouse by distillery salesmen without being destroyed, bribes offered ABC personnel by distillery representatives, involvements with a Richmond bank headed by a distillery representative, and gambling at private clubs holding ABC licenses were among matters investigated. In the course of the SBI investigation, Attorney General Robert Morgan filed a petition with the ABC Board seeking cooperation of the board in obtaining certain business records of distillery representatives needed to complete the investigation. The board, in turn, required the representatives to supply some, though not all, of the records requested by the attorney general.

During the course of these investigations, Lee P. Phillips, director of enforcement for the ABC Board, was fired; he was replaced by W. G. Maupin of Charlotte, a former FBI agent. *News and Observer,* January 14, February 27, 28, March 6, 20, 29, 1973; August 27, 1974.]

Yesterday, Dr. L. C. Holshouser,[1] Marcus T. Hickman,[2] and George L. Coxhead[3] were sworn into office as the new State Board of Alcoholic Control. In asking these men to serve on this board, I

emphasized to them to expect difficult problems. I directed them to go to work immediately in getting our state ABC system in shape.

Following their swearing-in, the new members went to the state ABC Board offices and convened a special board meeting. They were advised by the ABC staff of one serious problem that required immediate attention.

The board determined that there had been no activity since December 31 at the Raleigh warehouse facilities of Central Warehouse, Inc., which handled storage of all state ABC liquor under contract with the previous board. This means that in our county ABC stores, normal shipments have not been received this month.

The board was unable to determine immediately the full facts of the situation. Therefore, Dr. Holshouser has called a meeting of the board for 11:00 A.M. Monday. At that time the contractor and others who may be helpful in solving the problem are being invited to meet with the board.

I am confident that the ABC board will reach a quick solution to this situation.

[1]Leslie C. Holshouser (1913-), native of Rockwell; educated, Catawba College; D.D.S., Emory University; practice of dentistry, Rockwell, 1937-1969; World War II veteran; active in Republican party activities. News release from office of Governor Holshouser, January 12, 1973; L. C. Holshouser to Memory F. Mitchell, September 14, 1976.

[2]Marcus T. Hickman (1922-), lawyer from Charlotte; A.B., LL.B., Duke University; World War II naval officer; partner in Charlotte law firm of Kennedy, Covington, Lobdell & Hickman; active in Republican party and civic affairs. News release of Governor Holshouser, January 12, 1973; Marcus T. Hickman to Memory F. Mitchell, October 5, 1976.

[3]George Leavell Coxhead (1920-), businessman from Chapel Hill; native of Florida; B.S., University of North Carolina at Chapel Hill; World War II Air Corps veteran; positions with Sears, Roebuck and with Burlington Industries before joining New York Life Insurance Company, 1955; operator of agency in Chapel Hill; Charter Life Underwriters degree, 1960; active in Republican party and civic affairs. News release of Governor Holshouser, January 12, 1973; George L. Coxhead to Memory F. Mitchell, September 14, 1976.

STATEMENT ANNOUNCING WILLIAM HOFF AS DIRECTOR OF NORTH CAROLINA ZOOLOGICAL PARK

RALEIGH, JANUARY 15, 1973

[Efforts to establish a zoo in North Carolina had become a reality when citizens voted in 1972 to support the issuance of bonds to finance a zoo.

On May 6 of that year North Carolinians passed the bond issue for the zoo by a vote of 418,342 to 341,294. See Memory F. Mitchell (ed.), *Addresses and Public Papers of Robert Walter Scott, Governor of North Carolina, 1969-1973* (Raleigh: Division of Archives and History, Department of Cultural Resources, 1974), 420-422 for additional background information on the zoo.]

Over eight years ago a project was launched by a group of people in North Carolina. Eventually their ranks were to swell to more than 20,000 citizens. This nonpartisan project survived stern battles in three sessions of the General Assembly. Last May it received the overwhelming support of the voters of this state.

I refer to the North Carolina zoo project. Now, thanks to the perseverance and planning of the many people who gave it their energies, the zoo is ready to be launched. A project of this scope demands the ablest, most skillful leadership. It is therefore my pleasure today to present Mr. William Hoff,[1] director of the North Carolina Zoological Park. Mr. Hoff's selection represents the efforts of a special recruiting committee from the board of the North Carolina Zoological Authority. The selection group took over ten months to arrive at its conclusion. It literally combed the world in search of the best possible director for our zoo.

That it succeeded in this quest is beyond question. Mr. Hoff comes to North Carolina from the world-famous St. Louis Zoo. He was selected for his St. Louis position by the eminent Marlin Perkins,[2] known to millions of Americans for his highly educational programs on network television. Prior to his post at St. Louis, Mr. Hoff was director of the Cincinnati Zoo; before that he was general curator at Chicago's Lincoln Park Zoo.

Mr. Hoff will commence his planning and design duties at our zoo site in Randolph County in early February. This will be the largest zoological park of its kind in the world. No bars, no cages, our zoo will be designed along sound ecological lines. It will be an invaluable educational facility. With Mr. Hoff at the helm, it is assured of the best qualified leadership. Mr. Hoff has a fine international reputation. North Carolina is indeed fortunate to have a man of his caliber and skill planning and building our zoo.

Thus, it is with the greatest pleasure that I introduce him to you and extend to him a hearty welcome to North Carolina.

[1]William Hoff (1926-), zoo administrator; native of Chicago, resident of Asheboro; educated Ripon College, Northwestern University, and B.S. from Roosevelt University;

positions with Lincoln Park, Cincinnati, St. Louis zoos before becoming director of North Carolina Zoological Park in 1973. *Who's Who in the South and Southwest, 1975-1976* (Chicago: Marquis Who's Who, Inc., Fourteenth edition, 1975), 326, hereinafter cited as *Who's Who in the South and Southwest.*

[2]Richard Marlin Perkins (1905-), retired zoo director; native of Missouri; educated, University of Missouri; positions with St. Louis and Buffalo zoos before serving as director of Lincoln Park Zoo, 1944-1962, and St. Louis Zoo, 1962-1970; various TV shows including "Wild Kingdom" since 1962. *Who's Who in America, 1974-1975* (Chicago: Marquis Who's Who, Thirty-eighth edition, 2 volumes, 1974), II, 2418, hereinafter cited as *Who's Who in America, 1974-1975.*

STATEMENT CONCERNING CELEBRATION OF PEACE AGREEMENT

JANUARY 26, 1973

[The final conclusion of the Vietnam war was cause for great celebration in the United States as well as abroad. The nation's longest war was brought to a conclusion after many earlier false hopes had failed to materialize.]

The announcement of the cease-fire in Vietnam and the agreement that we all hope will bring a lasting peace to Indochina is cause for rejoicing and sober reflection. We should rejoice that our country's longest and most divisive war is at last coming to an end.

We should give sober reflection to the price that has been paid by many of our North Carolina families and families throughout the United States during this long and bitter conflict.

We should be grateful to our nation's leaders for the efforts which have achieved an honorable peace for the United States and her allies.

We should give thanks that those who died and suffered because of this war did not do so in vain.

We should dedicate ourselves to providing help, understanding, and appreciation to the men who are coming home from the conflict, especially those who have suffered wounds or have endured prolonged imprisonment by the enemy.

At this time I am asking all North Carolinians to demonstrate their joy, relief, and hope that peace, indeed, may be at hand. At 7 P.M. (EST) Saturday, January 27, when the cease-fire officially is to begin, it would be most appropriate for our people to signal this historic moment—whether it's by the ringing of church bells throughout the state, the blowing of whistles at our factories, or the sounding of car horns.

In addition, I would like to proclaim Sunday, January 28, as a Day of Thanksgiving for Peace in North Carolina. I would like to ask the people of North Carolina, in their churches and homes, to draw together as one community, lifting thanks to God for the end of this long and costly ordeal and to pray that peace will endure in all the world.

MEETING OF NORTH CAROLINA BUSINESSMEN

RALEIGH, JANUARY 26, 1973

[Ten days before Governor Holshouser met with this group of businessmen at the Hilton Inn, he had issued Executive Order Number 1, authorizing the creation of the Governor's Efficiency Study Commission. Announcement of this action had been made at a news conference held in the State Capitol on January 16; at that time the governor had made public the appointment of Archie Davis as chairman of the study. Governor Holshouser had explained the purpose of the project and had stressed the fact that the study would cost the taxpayers nothing, that its funding was being provided by businesses in North Carolina, and that business leaders would make available management experts from their several companies to conduct it. A day or so later, on January 19, the *News and Observer* criticized the state for calling on private industry and business to foot the bill, saying questions with regard to integrity could result. Nevertheless, the original plan was carried out, and the study was financed as the governor had planned. In the remarks given below, Governor Holshouser outlined goals of the commission. For additional information, see "Efficiency Study Commission, Governor's" in the index.]

I want to thank you for coming here today. For many of you, this meant traveling some distance, and I know what busy schedules you have. We plan to keep this meeting relatively short and to have lunch around noon. I hope all of you can stay.

Several days ago I outlined my budget goals and legislative program to the General Assembly. I consider these objectives to be of extreme importance to the people of North Carolina. Over and above programs and policies, however, I believe that we can all agree on two things: We need efficient service by government. We need to avoid needless costs. This is the subject of this meeting. I consider it as essential as any of my recommendations to the General Assembly. Giant strides can be taken to cut costs and increase efficiency in our state government without the necessity of seeking legislation. We need to take a hard look at government—

the same kind of hard look that any business takes at itself when it thinks the cost-performance equation may be out of balance.

Each of your companies, I am sure, has gone through an internal analysis. I know, too, that many of you have wondered from time to time why our state government could not adopt some similar, basic business practices. Unlike your businesses, our state government does not exist to show a profit on its balance sheet. It exists to serve the people of the state. Sometimes, without the profit motive, it is difficult for some state employees to realize the necessity for employing sound management practices in all of our governmental operations.

But it is just as important for our government to eliminate waste, to keep costs within practical bounds, as it is for your companies. It is the people's money we are spending; and we have a duty, an obligation to them to treat it with the same kind of care and respect as we would if we were trustees of their estates. After all, where does the money come from to finance state government operations and services? It comes from the pockets of all our taxpayers, of course.

On January 16 I signed my first executive order as governor of North Carolina, creating the Governor's Efficiency Study Commission. At the same time, I announced that Mr. Archie Davis[1] would serve as chairman of this commission. As I have indicated in my opening remarks, this commission will be exactly what its name implies—an efficiency study of state government, conducted by the business community of North Carolina. A lot is at stake here. We want citizen respect for government. We want the General Assembly to be confident that the tax dollars they appropriate are spent wisely—that administrative organization performance is good. We want our services to be both efficient and sensitive.

An efficiency study will not solve all our problems, but it is clear that we must be as efficient as possible in government. Many of you in the business community relayed your own interest in seeing state government operations improved. The enthusiastic manner in which Mr. Davis agreed to lead this study further convinced me that it cannot help but succeed.

Before committing myself to this project, I set several conditions, conditions which I thought you would respect: Number 1—business people—management experts—will conduct the study free of political interference and with no political motives.

Number 2—those who do the job will be free to make any recommendations they consider appropriate and make them in a public

report. They are to do a nonpartisan job for all the citizens of North Carolina.

Number 3—there will be a disciplined approach: a timetable, a budget, a firm set of procedures, a real reason to expect results.

Number 4—we will have a method for follow-through. We do not want a report to be tossed on someone's back shelf to gather dust.

And finally, I set the condition that the project will be conducted without cost to the taxpayers. I asked Chairman Davis to organize the project, and he is already moving. I issued an executive order creating the commission with the confidence that the business leaders of our state, this distinguished group here in this room, would respond favorably to our request for help. I should add here that this is not an untested concept. It has worked in other states. These states turned to the business community with outstanding results. So now we are turning to you.

We are asking two things of you: First, we're asking help in raising the funds necessary to make this study possible. The study will cost approximately $200,000. Second, I'm asking you to lend us some of your management experts—your top people to go into our state offices and see what can be done to cut costs and improve efficiency.

We expect the study to take approximately three months, four at the most. We are asking that you donate a few of your people for that length of time. We will need approximately seventy people altogether. These people will go into each of the departments responsible to the governor, looking over their day-to-day operations with a fine-tooth comb. In addition, I have discussed this study with members of the Council of State, whose jurisdictions are independent of the Governor's Office, offering this service to them.

In a few minutes, I will turn the meeting over to Mr. Davis to tell you how he plans to proceed, with your help. Later, you will be hearing from Mr. Warren King,[2] whose consulting firm has participated in similar studies in other states and who will work with our commission. He will discuss the history of these programs, the results in other states, and the anticipated savings from our project in North Carolina.

But before relinquishing this platform, there are a few points I would like to discuss with you briefly. First of all, we are not talking about a study of state government programs or the basic structure of state government. That is being taken care of in the reorganization plan for state government. We are talking about something

that will work in tandem with reorganization, that will complement it and make it work all the better.

To get down to brass tacks, we are talking about finding ways to cut costs and improve efficiency in the everyday operations of our agencies. We want to know if our purchasing procedures are the best we can find. We want to know if our computers are being employed in the most economical and sensible way. We want to know about everything from telephones to copying machines to paper clips. We want your people, the best management experts we can get, to look at our business the same way they would look at your business with but a single objective: How can the best results be achieved by our government at the lowest possible cost?

I have been asked why we are requesting business people to do this study, why it will not be "broader based."

The answer is very simple: because you are the experts. Business people are the best people to check administration organization performance, identify ways in which modern management techniques can help us to improve what we do, and help us control costs.

If we wanted a psychiatric study, we would turn to psychiatrists. If we wanted a study of nuclear reactors, we would turn to nuclear physicists. What we want is a management efficiency study, so we are turning to management efficiency experts.

I realize I am asking a lot from you. I do it without hesitation, because I know how much you care about this state. I know how much this project will mean to you, just to know that here in Raleigh we will be operating the state's business—your business, my business, the people's business—in a businesslike way. I know, too, that your companies, and you as individuals, have a growing spirit of social awareness and public service.

I can think of no better application of this spirit than to direct it toward a smoother functioning, less costly state government in the service of all the people of North Carolina.

And now I will turn the meeting over to Chairman Davis.

[1]For identification, see page 19.

[2]Warren J. King (1924-), native of New Jersey; B.A., Massachusetts Institute of Technology; World War II Air Force veteran; affiliated with several companies including Albert Ramond and Associates and McGraw-Hill Publishing Company prior to becoming president of Warren King and Associates, Inc., of Chicago, in 1964. Warren J. King to Memory F. Mitchell, August 6, 1976.

Warren King and Associates was employed as a consultant firm after discussion with Archie Davis. The company had conducted management reviews for over a dozen other states at this time; by 1976 it had coordinated management reviews in some twenty states.

News and Observer, January 17, 1973; Trevor Armbrister, "They're Trimming the Fat from State Government," *Reader's Digest,* 108 (May, 1976), 157.

DEDICATION OF TIDEWATER MENTAL HEALTH CENTER

WASHINGTON, N.C., JANUARY 28, 1973

[In dedicating the Mental Health Center in Washington, Governor Holshouser took occasion to discuss mental health and the administration of mental institutions in North Carolina. Shortly after his inauguration, the governor named David T. Flaherty as secretary of the Department of Human Resources. Within a short time he had fired longtime Mental Health Commissioner Eugene A. Hargrove and Social Services Commissioner Clifton Craig. The governor, in this speech, referred to reorganizational changes, some of which had "not been all pleasant." Hargrove had been commissioner of mental health since 1958, but his department had come under a great deal of criticism from various sources. On January 16 Flaherty announced the appointment of Dr. N. P. Zarzar to serve as associate commissioner of mental health until March 15 when Hargrove left the department; following that, Zarzar would become acting commissioner. He was later made commissioner on a permanent basis. *Raleigh Times,* January 16, 1973; *Directory of State and County Officials of North Carolina, 1974* (Raleigh: Secretary of State, [1974]), 40.]

I am here today in this lovely, historic city for several reasons. I am here to help you dedicate a splendid, modern building. I am here because this building symbolizes one of our state's most pressing challenges. I am here because I have dedicated my administration to helping solve the problems that beset our mental health system. And, finally, I am here because I firmly believe that if we are to make our mental health system one we can be proud of, we must direct much of our resources toward facilities such as this one—cheerful, well-staffed facilities that will bring care closer to the people.

Back in 1968 the *Charlotte Observer* did an in-depth study of our mental institutions. The prize-winning series of articles was entitled "Warehouses of Misery."[1] The shameful situation pointed up in these articles shocked our state. Shock turned to action. Millions of dollars were spent to improve our facilities. Some of the worst conditions were corrected, or at least improved. Then, as always happens, new problems popped to the forefront with equal urgency to snare the attention and energies of our people and our leaders.

Mental health was not forgotton. But it was left to a relatively few dedicated men and women to carry on the cause. Meanwhile, thousands upon thousands of our Tar Heel citizens entered our institutions, leaving a trail of heartbreak, as their families grappled with their own unsettled emotions and, often, with financial ruin. Many good things happened in our mental health efforts. The regional concept, a forward step, was adopted. But by and large, mental health remained on the back burner.

Then, in 1972, our citizens again were to be shocked by a series of incidents and reports. In the four years that had passed since our mental institutions were accurately labeled "warehouses of misery," we learned with sorrow that North Carolina's age of awakening was still to be reached. An evaluation of the state hospitals by the North Carolina Mental Health Association revealed conditions which were described as "intolerable in what is supposed to be an enlightened age." This study and others turned up evidence of patients still trapped in nightmarish environments.

We know enough, far too much, to delay for one moment longer a concerted effort to put our mental health system in order—to make it the pride of our state and the envy of our nation. A part of



Governor Holshouser showed his interest in problems relating to mental health on many occasions. Here he is contributing to a drive to help retarded children, sponsored by the Knights of Columbus in September, 1974.

the solution is money. In my legislative and budget message to the General Assembly, I made it clear that mental health is one of our very top priorities. My budget recommendations almost double those of the Advisory Budget Commission, and these combined recommendations will thrust some $30 million new dollars into our mental health program in critical areas. These funds will enable us to upgrade salaries of attendant and cottage parents above and beyond the salary increases I recommended for all state employees. They will provide in-service training for mental health employees, increased aid to community mental health centers, direct grants for local programs for emotionally disturbed children, and compensation for work done by patients.

I also announced to the legislature that very shortly I will propose a completely independent study of our entire mental health system by a team of specialists from outside our state. This will not be a study that will require a huge outlay of money. Since it will be done by outside experts, it will be completely unbiased. We expect it to call a spade a spade.

I also asked members of the General Assembly to examine closely our state statutes relating to incompetency, admission and commitment, discharge, and patients' rights.

There are other things we can do now—essential steps that do not require legislative action and need not await the findings of the outside study commission. We have begun moving in these areas. First of all, we must reorganize the administrative branch of the state mental health program. As I said in my campaign for governor, the organization is crying for help; but in a sense it is its own worst enemy by wasting far too much money on administration. Our program is top-heavy with administrators in Raleigh where the need is for professionals to provide patient care in the hospitals and in our regional and local facilities.

Our reorganization efforts, directed by our secretary of human resources, David Flaherty,[2] are well under way. It has not been all pleasant, nor will it continue to be. Changes had to be made, including changes at the top.

Mr. Flaherty has organized a committee, spanning the spectrum of people involved in and interested in the mental health field, searching for a new commissioner of mental health. We hope to find this person as quickly as possible. But it will be a careful, deliberate search for just the right person. We will take the time necessary to do so; for during the course of this administration, few appointments will be made that will be more important.

I could take a lot more time talking specifically about the things we need to do for our mental health patients, for our victims of alcoholism and drug abuse, for our mentally retarded children. I could recite the staggering, depressing statistics about the numbers of people who daily come to our mental health system in need of help.

As I hear these statistics, as I hear of the shortcomings of our mental health system, it is hard not to be glum. This feeling is compounded by the knowledge that there is much we still do not understand about mental illness, that our psychiatric experts are still seeking many of the answers.

But I also know that there are thousands of dedicated people who are devoting their lives to finding these answers, to treating our patients, to doing the volunteer work necessary to bring these problems before the public. I also know that many people are being rehabilitated and returned to normal, productive lives.

And then I see facilities such as this one and the five-county, comprehensive program it represents. I look at this pleasant building in this beautiful town; I look at this audience; and I feel that the solutions we seek may be a lot closer at hand than we sometimes think. But splendid facilities are no better than the people who staff them. To you who will serve the patients of this area, let me challenge you always to be looking for ways to do it better, to make the best use of this new center. Many people are depending on you. They include those of us entrusted with the responsibility of leading our state into an age of awakening in mental health. We need your ideas, your help, and your support.

Finally, let me leave you with one thought. The editor of the *Biblical Recorder,* in an editorial last spring,[3] expressed it better than I can. He was writing about people—drug addicts, geriatric patients, mentally retarded children—and the shameful conditions in which many of them had been placed.

"And yet," he reminded, "these people are human beings created by God."

What more is there to say?

[1]The series, written by Bob Rosenblatt, began on December 8 and continued with installments on December 9, 10, 11, 12, 13, and 14.

[2]David Thomas Flaherty (1928-), of Lenoir and Raleigh, native of Boston, Massachusetts; B.A., Austin University; promotion manager, advertising and sales; active in civic affairs and Republican party; sworn in as secretary, Department of Human Resources, January 10, 1973; resigned March 29, 1976, to run for governor. *North Carolina Manual, 1971,* 633; *1973,* 532; "New Secretaries Sworn In," *Carolina Comments,* XXI (March, 1973), 25, hereinafter cited as "New Secretaries Sworn In"; *Raleigh Times,* March 29, 1976.

[3]"Are Mental Hospitals 'Warehouses of Misery'?" was published in the April 1, 1972, issue of the *Biblical Recorder* (Raleigh).

STATEMENT ON NORTH CAROLINA ART SOCIETY'S FIRST BEAUX-ARTS BALL

RALEIGH, FEBRUARY 8, 1973

[Governor Holshouser, by this statement, indicated his support for the Museum of Art. He and Mrs. Holshouser, throughout his administration, were staunch supporters of cultural activities in North Carolina.]

As honorary chairman of the North Carolina Art Society, the membership arm of our North Carolina Museum of Art, I enthusiastically support its efforts on behalf of the museum.

The society's Beaux-Arts Ball, being held February 24 at the Country Club of North Carolina, Pinehurst, will be one of the biggest and most important statewide events ever held for the benefit of the museum. I regret that a previous engagement makes it impossible for Mrs. Holshouser and me to attend. I am asking Mrs. Grace Rohrer,[1] the secretary of the Department of Art, Culture and History, to be my official representative at the Beaux-Arts Ball. She will bring my greetings and best wishes for the success of the ball.

[1]Grace Jemison Rohrer (1924-), native of Chicago; B.A., Western Maryland College; M.A., Wake Forest University; former teacher; active in Republican party and various civic activities in Winston-Salem, her residence prior to moving to Raleigh to become secretary of the Department of Art, Culture and History. *North Carolina Manual, 1973,* 529-530; "New Secretaries Sworn In," 25.

SUMMARY OF ADDRESS AT ANNUAL FOUNDER'S DAY BANQUET, AME CHURCH

WASHINGTON, D.C., FEBRUARY 9, 1973

[Governor Holshouser gave this address at a Sheraton Park Hotel banquet which was attended by approximately 1,500 people. Members of the predominantly black AME denomination came from the Second Episcopal District, comprised of Maryland, Virginia, North Carolina, and the District of Columbia. See news release of Governor Holshouser, February 7, 1973.]





Governor Holshouser stressed the need of utilizing all citizens of North Carolina in his administration, and he appointed numbers of blacks, women, and young people to positions of importance. In the photograph above, left, he is shown with, left to right, Dr. Larnie Horton, special assistant for minority affairs; Dr. John R. Larkins, associate director of the State Probation Commission; and Lenwood W. Long, special assistant to Dr. Horton. Above, right, Dr. Rene Westcott Hill, director of the Division of Social Services of the Department of Human Resources, reviews 1973 legislation with the governor in his office. (Photographs courtesy of Clay Nolen, Department of Natural and Economic Resources.)

The governor began by saying he had grown up in the church and believed in its mission. He endorsed Bishop Murph's[1] statement concerning the necessity for the church "to carry its witness to the places where the problems are, whether it is juvenile delinquency, drug abuse, or anything else."

The purpose of the gathering was to observe Founder's Day of the AME church and to honor Richard Allen,[2] described by the governor as "a great man."

After summarizing Allen's accomplishments, Governor Holshouser discussed at some length the role of minorities in North Carolina government. During his campaign he had had a number of prominent black citizens on his steering committee, and he affirmed his commitment to a full partnership for all citizens. A study by the North Carolina Human Relations Council showed that 22.7 percent of the state's population was black; only 6.3 percent of the

state's professional jobs and 5.1 percent of the managerial jobs were held by blacks. On the other hand, building service workers were 86.8 percent black.[3]

The speaker told of his efforts to better the situation. One of his first staff appointments had been that of Dr. Larnie Horton[4] as the first special assistant to the governor for minority affairs. He had appointed Dr. Jacqueline Renee Westcott,[5] "a brilliant lady with an outstanding background in educational administration and research," as commissioner of social services. These appointments were not token ones but were "just the beginning."

In concluding, the governor said, "I have pointed my administration on a course to upgrade our schools and our community colleges, to reform our prisons, to improve our mental health program, to produce jobs for our people through an aggressive campaign to bring high-paying industries to our state, to improve the delivery of medical care to rural areas, and to seek ways to provide better opportunities for housing to our low-income families.

"I believe in a North Carolina that wants racial harmony and cooperation. I believe in a United States that wants racial harmony and cooperation. I believe that an indivisible nation under God cannot fail to achieve these goals."

[1]Henry W. Murph, native of Orangeburg, South Carolina; A.B., Allen University; B.D./S.T.M., Oberlin Graduate School of Theology; honorary degrees including LL.D., Monrovia College, Liberia; various professorships and pastorates; elected to bishopric in 1968, sent to Africa for two years; assigned to Second Episcopal District, Washington, D.C., 1970. Bishop Henry W. Murph to Memory F. Mitchell, September 10, 1976.

[2]Richard Allen (1760-1831), native of Philadelphia; slave of a Quaker master; purchased his freedom in 1783 and traveled as a Methodist exhorter; in 1786 went to Philadelphia as a minister; he and others withdrew from a Philadelphia Methodist church and by 1787 formed the Free African Society; ordained a deacon in 1799 by Bishop Francis Asbury; first bishop of the African Methodist Episcopal church formally organized in 1816; was also a shoemaker, teamster, and labor contractor. Milton C. Sernett, *Black Religion and American Evangelicalism: White Protestants, Plantation Missions, and the Flowering of Negro Christianity, 1787-1865* (Metuchen, N.J.: Scarecrow Press, Inc., and the American Theological Library Association, 1975), 291; Daniel G. Hill, "The African Methodist Episcopal Church," *The Encyclopedia Americana* (New York and Chicago: Americana Corporation, 30 volumes, 1952), I, 226.

[3]North Carolina Human Relations Commission (comp.), *Minority Employment in State Government, 1971* (Raleigh: North Carolina Human Relations Commission, 1972), 3, 26.

[4]Larnie Glenn Horton (1935-), college president from Pittsboro; A.B., B.D., Morris Brown College; graduate work at Duke, University of North Carolina at Chapel Hill; pastor AME churches, Saxapahaw and Durham, 1960-1966; academic dean, Kittrell College, 1961-1962, and president, 1966 until appointment in 1973 to position as assistant to the governor for minority affairs. *Who's Who in the South and Southwest, 1973-1974* (Chicago: Marquis Who's Who, Inc., Thirteenth edition, 1973), 350, hereinafter cited as *Who's Who in the South and Southwest, 1973-1974.*

[5]Jacqueline Renee Westcott Hill (Mrs. Richard) (1933-), native of Goldsboro; B.S., Fayetteville State University; M.A., North Carolina Central University; Ph.D., Duke University; music study at Julliard and elsewhere; former teacher; coordinator, National Laboratory for Higher Education, July, 1970, until appointment as state commissioner of social services on February 5, 1973. *Raleigh Times,* January 22, 1973; *News and Observer,* January 23, 1973; *Raleigh Times,* February 6, 1973; biographical sketch furnished by Dr. Hill to Memory F. Mitchell, January, 1975; information on birthdate from Division of Motor Vehicles, hereinafter cited as Motor Vehicles information.

SUMMARY OF REMARKS GIVEN AT FIFTH ANNUAL GOVERNOR'S PRAYER BREAKFAST, NORTH CAROLINA JAYCEES

RALEIGH, FEBRUARY 10, 1973

Speaking at the Jaycees Prayer Breakfast, held at the Hilton Inn in Raleigh, the governor discussed cynicism as a malady which plagued America. He noted that the Jaycee organization built leaders, that cynicism was not a word applicable to members of the organization. He was proud to be a Jaycee and to have Jaycees working in his administration.

The governor said, "North Carolina Jaycees have been in the forefront of movements to reform our prisons and our juvenile correctional system, and in the front ranks of the war on drug abuse." He concentrated on the role of the organization in working toward prison reform, including the establishment of forty Jaycee chapters in North Carolina prison units. He referred to the new community volunteer program, through which prisoners knew they had friends on the outside. Holshouser called attention to another new program called the National Volunteer Parole Aid Program, begun by the American Bar Association's Young Lawyers Section and the ABA Commission on Correctional Facilities and Services. The object of this program was to benefit parolees by offering them friendship. The ABA group had been working with the United States Jaycees, seeking additional manpower for this program. The governor expressed the belief that it would be another way of making the rehabilitation system "more personal, humane, and effective." With 11,173 Jaycees in North Carolina, compared to 10,000 inmates, manpower was available to do the job. The governor concluded, "Let us pray this morning that we will never let the cynics dissuade us from our desire to strike out on bold new trails to build a better community and a better state."

STATEMENT ON POWELL BILL FUNDS FOR MASS TRANSIT SYSTEMS

FEBRUARY 20, 1973

[Originally enacted in 1951, the Powell Bill provided that city streets which constituted part of the state highway system would be maintained by the State Highway and Public Works Commission. It also provided for appropriations from the Highway Fund for the partial maintenance of other city streets and set out policy for the construction and maintenance of all streets in cities and towns. The bill derived its name from Sen. Junius K. Powell of Whiteville, one of its introducers. See *N.C. Session Laws, 1951,* c. 260, and c. 948, which amended and clarified c. 260.]

Today, I am endorsing the legislation introduced by Representative Ward Purrington[1] in the House of Representatives to allow municipalities to use part of their Powell Bill gasoline tax funds for mass transit systems.[2]

As I stated in my inaugural address, it is time for North Carolina to take a long look at the possibilities of mass transit systems as part of a comprehensive transportation plan for this state.

This legislation will be a step in this direction. It will merely give municipalities the option of deciding whether they want to use all or part of these funds for mass transit systems.

The time has come to give our cities the flexibility to decide how their share of these tax dollars can best be used to meet their present and future transportation needs. This legislation has my full support.

[1]John Ward Purrington (1940-), lawyer from Raleigh; A.B., J.D., University of North Carolina at Chapel Hill; U.S. Navy, 1962-1964; member, House of Representatives, 1973. *North Carolina Manual, 1973,* 669-670.

[2]House Bill 95, introduced January 23, 1973, was entitled "A Bill to be Entitled an Act to Authorize the Expenditure of Powell Bill Funds by Municipalities for Mass Transit Systems." This bill was referred to the Committee on Finance and was reported out favorably on February 14. On February 21, however, the bill was tabled. *Journal of the House of Representatives of the General Assembly of the State of North Carolina, [First] Session 1973* [Raleigh: State of North Carolina], 54-55, 127-128, 158, 166, hereinafter cited as *N.C. House Journal.*

FILMED MESSAGE TO MEMBERS OF STATE HIGHWAY PATROL

FEBRUARY 28, 1973

[The following filmed message was shown in the headquarters locations of the Highway Patrol's seven troops throughout North Carolina.

Showings, which were opened to reporters, were held on February 28 in Greenville and Fayetteville, March 1 in Raleigh and Greensboro, March 2 in Salisbury and Hickory, and March 3 in Asheville. The governor was introduced by Bruce Lentz, secretary of transportation and highway safety.]

Gentlemen:

I know it's unusual for a governor to deliver this kind of message. I believe it is time well spent, both for you and for me. You have a tremendous responsibility in keeping traffic moving efficiently and safely on our highway system. I don't need to tell you about the slaughter on our roads. You see it face to face. I want to assure you of my support in your efforts.

I'm convinced that, working together in sound management, we can cut down the rising toll of bloodshed and property loss on our highways. There is no place in any traffic safety program for complacency or defeatism. This applies to you individually and as a group. Your efforts have to dovetail with other agencies, but you are our first line of defense.

I know you will agree with me that a well-managed professional enforcement program is the key to the battle for highway safety. The patrol budget is now approaching $20 million a year. If the requests for extra manpower, equipment, and salary raises are met—and I support them—the budget will be even higher. This means we have an added responsibility to give the people of North Carolina our best efforts.

It demands efficiency in using what we have. It demands real commitment to the job we have. It demands team work. It also demands able leadership, with every position being filled with a well-trained, competent officer. Advancements in grade carry increased responsibility, and you can rest assured that promotions within the patrol will be made on the basis of competency and merit. There is no room in the patrol for outside political influence or internal cliques. The job of the patrol is simply too important for that.

It's also true that no law enforcement agency can operate effectively without a firm, fair system of discipline. In an organization as big as our patrol, problems will crop up occasionally. I know that you want a fair, impartial system for handling grievances and disciplinary problems. This is essential for your integrity and for your protection.

I mentioned efficiency a while ago. You know, as I do, that waste is still one of the biggest problems facing government today. This

includes the waste of time. Your efforts and the image of the patrol can be seriously damaged if you are seen goofing off on the job. I'm sure you are aware, too, that the manner in which you exercise your authority will ultimately determine your effectiveness. You can win strong supporters for our highway safety program or you can make enemies. It depends on you and your attitude.

As you probably know by now, a comprehensive study of the patrol has been launched.[1] Members of the study team will be coming to men in the field as well as administrative personnel for firsthand information. The thoughts and suggestions of every member of the patrol will be sought. This study is being conducted by professional law enforcement personnel. Its sole purpose is to improve the efficiency of our organization so that it serves our state to its maximum potential. Knowing you share in this objective, I am confident that you will give the study group your full cooperation.

You know we face new and changing problems every day. Your effectiveness depends on your ability to adjust to these changes. You can't do your best unless you are keeping up with modern techniques and developments. Police procedures are being critically evaluated by all segments of society today. Law enforcement officers are being taken to task or held accountable publicly in practically every case. Professionalism is absolutely essential if we are to meet this challenge. This applies from the newest trooper to the oldest member of the patrol.

You can be justly proud of the patrol, and you have my best support. Together, we can make it the most efficient, modern law enforcement organization in the country. And that's what the patrol must be if we are going to reduce the accident rate on our highways. Thank you for allowing me to visit with you, and let me assure you again that I stand behind you all the way.

[1]Governor Holshouser announced that a comprehensive study of the State Highway Patrol would be begun on February 26 by the North Carolina Department of Transportation and Highway Safety. The study was to be conducted by the Northwestern University Traffic Institute. The cost of the contract with Northwestern was approximately $40,000, and funding was made available from the United States Department of Transportation Highway Safety Funds appropriated under the United States Highway Safety Act. See news release of Governor Holshouser, February 23, 1973.

STATEMENT AT NEWS CONFERENCE ON CONSTRUCTION OF NEW WEYERHAEUSER COMPANY'S FACILITY

RALEIGH, March 5, 1973

[Only three days before this news conference, held in the Natural and Economic Resources Conference Room of the State Administration Building, Governor Holshouser had issued a statement on plans of Burlington Industries to build a drapery manufacturing facility on Highway 561 between Louisburg and Centerville in Franklin County. The following announcement concerned plans of the Weyerhaeuser Corporation to install a major air pollution facility in eastern North Carolina. Weyerhaeuser, a multinational forest products company, operated two pulp mills in North Carolina, one at the Plymouth complex and the second in New Bern. The company also operated three sawmills, a pair of plywood plants, and several wood procurement rail yards in North Carolina. A seedling nursery near Washington, two seed orchards, and over 600,000 acres of timberlands, primarily in eastern North Carolina, were also owned by Weyerhaeuser.

Governor Holshouser spoke again when Weyerhaeuser announced expansion plans on July 24, 1974. At a news conference in Raleigh and a luncheon at Carolina Trace in Sanford on that date, the governor told of plans of the company to increase its three-year expansion program in North Carolina to $225 million, more than twice the original expansion figure of $100 million announced in early 1973. Included was a $17 million woods product manufacturing complex near Sanford and expansion at the company's large Plymouth complex. See Weyerhaeuser Company news release, July 24, 1974.]

It is my pleasure to announce this morning a major pollution abatement project for eastern North Carolina. The Weyerhaeuser Company, a multinational forest products company, will construct a $22 million recovery boiler for the abatement and control of air pollution at the company's Plymouth, North Carolina, pulp operation complex. This chemical recovery boiler will be built to replace four existing boilers. It is designed to meet federal and state pollution abatement requirements which must be met by 1975. It will incorporate the latest and best available technology for the control of air pollution from pulp mill chemical recovery operations.

Equally significant is the fact that an investment of $22 million in a facility such as Weyerhaeuser maintains at Plymouth assures us of the company's continuing presence as an economic entity in eastern North Carolina, and of a continuing need of a work force of

over 3,000 people. This project represents a model partnership between a corporate citizen and local government. Martin County, I understand, has formed an authority to assist the company in financing this facility under the provisions of the Pollution Abatement and Industrial Facilities Financing Act of 1971.[1]

This approach—cooperation between industrial citizens, local government, and state government—is a valuable and necessary technique if we are to bring about quick and positive answers to various problems. I am aware of the tremendous expense that goes into the design and construction of facilities such as these, and we know the search for improved technology still continues.

Industry which commits itself to enhancing our environment deserves recognition. Less than two months ago the Weyerhaeuser Company announced that it will plant more than 100 million seedlings across our country in 1973. This is the largest reforestation project ever undertaken by a private organization. Twenty million of these seedlings will be planted in North Carolina. This is the type of industry North Carolina wants and seeks. With us here this morning is Keith Lamb,[2] the North Carolina Region vice-president of Weyerhaeuser Company. I offer to him personally our best wishes on this project.

[1]"An Act Authorizing the Creation in Counties of Pollution Abatement and Industrial Facilities Financing Authorities," was effective upon ratification, June 21, 1971. *N.C. Session Laws, 1971,* c. 633.

[2]Keith L. Lamb (1929-), native of the state of Washington; B.S., Washington State; master's degree in civil engineering, University of Washington; navy veteran; joined Weyerhaeuser as project engineer, advancing in company and being named vice-president for Weyerhaeuser's North Carolina operation in 1957. "North Carolina Businessmen in the News: Keith L. Lamb of Weyerhaeuser Company," *We the People of North Carolina,* XXXII (September, 1974), 17-20; Motor Vehicles information.

STATE EFFICIENCY STUDY WORKERS

RALEIGH, MARCH 6, 1973

[Governor Holshouser called a meeting of twenty-six business and industrial leaders in North Carolina who had agreed to serve on the Efficiency Study Commission. They met with the governor and Chairman Archie K. Davis in the Archives and History-State Library Building. Ready to begin work were nearly sixty specialists whose time was being donated by their companies to conduct the study. Companies represented included Belks Stores Services, Inc., Chatham Manufacturing Company, Burroughs Wellcome Company, Integon Corporation, IBM Corporation, Thomasville Furniture Industries, Inc., Alma Desk Company,

First-Citizens Bank and Trust Company, Cannon Mills Company, Duke Power Company, Peden Steel Company, Riegelwood Operations, Federal Paper Board Company, Inc., Akzona, Inc., Southern Bell Telephone and Telegraph Company, North Carolina National Bank, Fine Paper and Film Group of the Olin Corporation, First Union National Bank, North Carolina Works of Western Electric Company, Inc., R. J. Reynolds Industries, Inc., Liggett and Myers, Inc., Carolina Power and Light Company, Carolina Telephone and Telegraph Company, Burlington Industries, Inc., Jefferson-Pilot Corporation, Blue Bell, Inc., and Imperial Tobacco Company.]

This is a day I have been looking forward to with great anticipation. I believe that it will prove to be one of the most significant days during my term in office. It is an important day for North Carolina. Several weeks ago I announced creation of the Governor's Efficiency Study Commission. I discussed my hopes then for making state government more efficient. I talked of the urgent necessity of avoiding needless costs in spending the people's money for the people's services. I emphasized my desire to give the taxpayers a dollar's worth of services for a dollar's worth of taxes. I called on the business and industrial community of our state to pay for this study and to provide the manpower to do the job. I was confident they would respond to the challenge because I knew they shared this objective.

Your presence here today is just one indication of the overwhelming support that our corporate citizens have given to this important effort. I am delighted to greet you. I am more confident than ever that this study will reap great rewards for our state, now and in the long-range future. Many people have worked and sacrificed to make this day possible. It has taken great leadership to bring us to this point.

We owe a great debt to Mr. Archie Davis[1] for his willingness to serve as chairman of the study commission. His planning and organizational talents have given us a solid foundation for the entire effort. Two of his first, and wisest, moves were to call on Mr. H. Dail Holderness[2] of Tarboro and Mr. Sherwood H. Smith, Jr.[3] of Raleigh, to serve as director of finance and director of manpower, respectively. They have done their jobs extremely well. Your seven team captains deserve our appreciation, too. They have spent several weeks getting to know the state agencies which you will be studying. They will devote several more weeks to providing the day-by-day leadership for the job.

I also want to thank our Council of State members, Executive Cabinet secretaries, and other agency heads for their cooperation in this all-important effort. I am confident of their full support until the task is completed. To you, the team members, let me personally say I recognize and appreciate the sacrifice you are making. It will not be easy having to spend the better part of three months away from your families. But I believe you will be able to take great satisfaction for years to come from the contribution you will be making to our state. We eagerly await your findings. I can assure you today that the recommendations that come from your study will be implemented to the fullest extent feasible.

Finally, I want to pay special recognition to the twenty-six men who have agreed to serve as members of the study commission with Chairman Davis. Their participation in this vital project further illustrates the 100 percent support which has been given to us by the total business community of our state. You team members are going to work today because these commission members led the effort to raise the funds and the manpower necessary to make this study possible. At this time, I would like to ask the commission members to stand and to be recognized. Thank you, gentlemen. After this meeting concludes, I would like for the twenty-six commission members to meet with me briefly in lecture room 217.

Now I would like to turn the program over to Chairman Davis. Let me thank you all again for being here today and for your continuing contributions to more efficient, more economical government in North Carolina. Chairman Davis.

[1]For identification, see page 19.

[2]Haywood Dail Holderness (1909-), telephone company executive from Tarboro; A.B., University of North Carolina. M.B.A., University of Pennsylvania; affiliated with Carolina Telephone and Telegraph Company since 1933, becoming president in 1957; active civic and business leader. *Who's Who in America, 1974-1975,* I, 1464.

[3]Sherwood Hubbard Smith, Jr. (1934-), lawyer, utilities executive of Raleigh; native of Florida; A.B., J.D., University of North Carolina at Chapel Hill; practicing lawyer prior to affiliation with Carolina Power and Light Company as associate general counsel, 1965-1970; senior vice-president, general counsel since 1971; various business and civic responsibilities. *Who's Who in America, 1974-1975,* II, 2884.

STATEMENT ON DRUG ABUSE LEGISLATION

RALEIGH, MARCH 21,1973

[During a news conference held at the State Capitol, the governor discussed proposed legislation with regard to drug abuse.]

I've talked before about the need to declare "total war" on drug abuse. I have also indicated that the first battle line in this struggle is education. For several years many communities have been groping for ways to get a handle on the problem of drug abuse in North Carolina. Thousands of people in North Carolina have joined in this effort. There are no easy solutions. It will be a long, hard battle, whatever the strategies we map or the resources we devote to combating this menace to society.

But much still needs to be done, especially on the state level. More than anything else, we need a real, statewide program of drug education. And we need a system of coordinating the work that is being done by the various state agencies and the many local organizations, both public and private, now working in our communities throughout North Carolina.

Today I announce the beginning of a major step in this area. I refer to two pieces of legislation to be introduced in the General Assembly. I believe these measures represent the kind of action we need if we expect to bring this problem under control.

One of these bills will provide that all funds appropriated by the General Assembly or the United States Congress for drug abuse prevention, education, treatment, rehabilitation, and evaluation in North Carolina will be directed through the North Carolina Drug Authority.[1] This approach will further fulfill our intentions to make the Drug Authority a true coordinating body for all drug abuse efforts carried on by the state. The authority will not be a program agency; it will merely be the funnel through which the funds are channeled to the appropriate agencies which have the existing expertise to put these funds to the best use. By giving this role to the authority, we will be assured of having one agency which will look at the whole picture. Waste and duplication will be eliminated in the state's total drug abuse program.

The second bill will establish a broad, comprehensive state drug education program.[2] It calls for a total appropriation in the coming fiscal year of slightly more that $1 million to put this program on a firm footing. A key feature of this plan is that it will build on community organizations and personnel already working in various cities, counties, and towns. This feature will allow the broad-scale education program to be implemented by September 1 of this year.

The sooner we take these steps, the better chance we have of bringing the drug abuse problem under permanent control in North Carolina. I commend these programs to the General Assembly. And now I will turn the platform over to Rep. Ward

Purrington,[3] who will discuss these plans in more detail and answer your questions.

[1]"An Act Providing that All Appropriated Drug Abuse Program Monies from the North Carolina General Assembly or the United States Congress Be Approved by the North Carolina Drug Authority," *N.C. Session Laws, 1973, First Session,* c. 588, was ratified May 18, to become effective July 1, 1973.

[2]"An Act to Establish a State Drug Education Program," *N.C. Session Laws, 1973, First Session,* c. 587, was also ratified May 18, to be effective July 1, 1973. The program was to be established by the North Carolina Drug Authority but was to be implemented by existing agencies.

[3]For identification, see page 73.

NORTH CAROLINA CITIZENS ASSOCIATION

RALEIGH, MARCH 21, 1973

["People's Day," which the governor discussed in the following address, was an innovation of the Holshouser administration. Time was set aside when individuals could go, without an appointment, to talk to the governor on any subject which was of concern to them. Private interviews, five minutes in length, were granted to people on a first-come, first-served basis. The first of these was held on February 9. After this first "People's Day," a news release was issued which told of the case of Dorothy L. Robinson of Raleigh who was on welfare but wanted employment. As a result of her conference with the governor, employment was found for her as a typist I in the Department of Motor Vehicles Traffic Records Division. This was one of the positive results from this first "People's Day" at which approximately 150 people showed up. Holshouser actually saw forty-three individuals; twenty-six cases had been marked closed and seventeen were pending as of March 7. People came not only from Raleigh and the surrounding area but from all over the state. The first "People's Day" to be held outside of Raleigh was scheduled for March 31 at the Buncombe County Courthouse in Asheville.]

First of all, I want to say that it is an honor for me to be the speaker for your annual president's luncheon. I notice that this is the thirty-second meeting of this distinguished association. I cannot help but think how many governors your organization has outlasted already and how many more you will see come and go. This has been, and will continue to be for many years to come, a dynamic organization. Your ranks include much of the leadership of North Carolina. You are a force for good in this state—for good government, good business, and good citizenship.

I am sure that many of you have heard other governors speak on similar occasions from this very platform. Each one told you of his hopes, his dreams, his plans for the state. Each came into office with his own goals, his own themes, and the directions toward which he believed the voters and destiny had pointed him to lead North Carolina. I did a lot of talking last year, but I also did a lot of listening. During the campaign I found among North Carolinians of all ages, races, and economic backgrounds a mounting concern about the growing size and complexity of government. I found that confidence in government, and in the people in government, was declining at a steady and alarming rate. I heard people complain of government bureaucracy becoming more and more impersonal and often unresponsive. I heard the people talk of government becoming distant, remote. I heard their feelings that there was no real communication between government and the people. They felt cut off from their government in Raleigh. They were concerned that it had become so big and unmanageable that their tax dollars were being wasted in duplication and overlapping programs.

This, I believe, is the challenge and the opportunity that has been given to us to prove that government still does work for the people it is here to serve. I want to prove that state government does care about the people, that it does have the ability to respond to their problems and to provide solutions. I want to prove that state government can be organized logically and operated efficiently. I want to prove that sound business management practices can be incorporated into the day-to-day operations of state government to assure that our people's tax dollars are being spent wisely and prudently. I want to prove that state government has a heart.

The people said in November that they wanted a new era in state government. I sincerely believe that we have taken the first steps toward making that new era a reality. State government reorganization is now in Phase III, the crucial phase of its long-planned, carefully conceived development mandated by vote of the people in 1970. I intend to see it through to its conclusion during my term in office.

I have launched, with the help of this organization and many of its members, a state government efficiency study. This study of the management practices in the executive branch of government is now well along the way. It is being conducted by experts whose time has been donated by many of the companies represented in this group. It is being paid for entirely by dozens of the corporate citizens of this state. To you who have helped make it possible, let

me express my sincere appreciation. Reorganization and this study go hand in hand. Together, I believe they will restore much of the confidence that has been lost in state government.

But more efficient, better organized state government does not hold all the solutions. The people want also assurance and proof that government is responsive and caring. They want to know that it is *their* government. And the first place they look for this assurance is the Governor's Office.

In February I launched a new program called "People's Day." Once a month we are inviting the people to bring their problems and concerns to me at the Capitol on a first-come, first-served basis. The people have come by the dozens. I have been most impressed by their sincerity and strong desire for help. I firmly believe now that this will be one of the most important activities we will undertake during my term in office. In the very near future we will begin taking "People's Day" to other parts of the state to assure that more people have the opportunity to bring their concerns to the governor in person. "People's Day" is only one step in opening up the government to the people. Today I'd like to tell you about another step.

I am creating a new state position responsible to the governor. Some people will call it an ombudsman. That is a fancy word. To make it more understandable, I thought about calling it the "governor's man." But that is not quite accurate. When you get right down to it, he will be the "people's man"—a direct link between the governor and the people. He will serve as an arm of the governor to investigate complaints from the public about illegal, unreasonable, unfair, or discriminatory actions by officials or employees of the executive agencies of state government and to recommend suitable action after the proper research and investigation.

He will be a troubleshooter for citizens who have gripes about state government. He will solve the dilemma of the citizen who has a complaint but doesn't know where to complain. Or the person who has a problem but can't find the right agency to handle it. The idea is to make the problem-solving process as accessible to the public as possible. "People's Day" is one way of doing this, but it is a limited way.

The "people's man" will have an office near my office. His door will be open to anyone who wants to take a problem to him personally. He can be reached by mail; and he will have a telephone number that can be called toll free from anywhere in the state by

individuals, city or county governments. The entire process will be direct, informal, speedy, and inexpensive.

It will be his duty to make certain there is follow-up on each matter brought to his attention. He will meet frequently with me to review his findings and progress. In each department, there will be a person in the cabinet secretary's office to whom the "people's man" will channel problems involving that department.

I have appointed to this important position a young man many of you know through his work as governor's liaison in laying the groundwork for the Efficiency Study Commission. He is Fred M. Gallagher,[1] who was a stockbroker in Charlotte before coming to Raleigh to join us. Fred is thirty-one years old. He was born in Wilmington and grew up in Morganton and Charlotte. He graduated from the University of North Carolina at Chapel Hill in 1963 with a degree in political science. He is a former member of the Jaycees and was active in United Fund campaigns in Charlotte. He has already been handling the problems brought to us by "People's Day" visitors. He has been in communication with similar offices in the five other states which have some form of ombudsman and has personally visited some of them in an effort to find the best procedures employed by each of them. I am confident that this program will have great meaning to the people of North Carolina and that Mr. Gallagher is the man for the job.

Everybody, not just those of us in office, has a stake in making government work. Above everything else, it requires cooperation by all of us.

I was reading the other day a statement by Austin Smith,[2] chairman of the board of Parke, Davis and Company. He was talking about cooperation. Our minds and bodies, he said, are untapped resources. And he added:

> What we may lack at times are not resources, but judgment and determination. Our untapped wisdom should make it possible for us to rise above life's problems and keep us there. But no individual, no profession, no industry, no one segment of society, can depend solely on its own hand and brain.[3]

With all of us using our hands and brains in a spirit of cooperation, we will build North Carolina into the great state we all want it to be.

[1]Fred Mercer Gallagher III (1941-); A.B., University of North Carolina at Chapel Hill; attended law school at Chapel Hill; active in Republican party and civic affairs. Information furnished by office of Fred M. Gallagher, to Memory F. Mitchell, December 2, 1975;

Alumni Office of the General Alumni Association (comp. and ed.), *The University of North Carolina Alumni Directory* ([Chapel Hill: The Alumni Office, The University of North Carolina], 1975), 400, hereinafter cited as *UNC-CH Alumni Directory*.

[2]Austin Smith (1912-), physician, pharmaceutical company executive from Detroit; native of Ontario, Canada; M.D., C.M., Queens University; honorary degrees; resident of United States since 1939, naturalized citizen, 1943; editor and writer in field of medicine; various roles in American Medical Association; affiliated with Parke, Davis and Company since 1966, chairman of the board and chief executive officer, 1967-1973, president, 1968-1970. *Who's Who in America, 1974-1975,* II, 2862.

[3]Austin Smith, "The Changing Health Care Scene: The Supplier's Viewpoint," *Vital Speeches of the Day,* XXXIX (December 1, 1972), 103.

STATEMENT ON FUNDS FOR RESTORATION OF OLD MAIN

MARCH 23, 1973

[Leaders of the Indian Committee to Save Old Main met with Governor Holshouser on March 23, 1973, at which time he promised to ask for legislative appropriations to save Old Main, a building on the campus of Pembroke State University. The structure had been heavily damaged by fire the preceding Sunday. Nearly a year after this meeting, the governor saw drawings and a mockup of the proposed structure, as approved by the citizens commission appointed by the governor in July, 1973, to determine potential uses of the building. A feasibility study of possible uses of the structure had been made possible by a $100,000 grant from the Coastal Plains Regional Commission. The Old Main Committee, made up primarily of Indian citizens in the Robeson County area, recommended that the reconstructed building house a Department of American Indian Studies at Pembroke State university and a museum with exhibits on the history of the Lumbee and other eastern tribes. Eventually the restoration of Old Main was included as one of a number of projects at various institutions of higher learning presented to the voters in the form of a $43,267,000 construction bond issue. Of this sum $800,000 was to be used for Old Main, with an equal sum from federal funds. On March 23, 1976, the bond issue was carried by a margin of approximately 7 percent. See Governor Holshouser's news release of March 15, 1974; *N.C. Session Laws, 1975, First Session,* c. 854; *News and Observer,* March 24, 1976.]

I have just met with Janie Locklear,[1] Tryon Lowry,[2] Carnell Locklear,[3] and the Indian Committee to Save Old Main. These Indian leaders are making a great effort to do something of real value for the Indian population in Robeson County and the surrounding area.

Because of the efforts of these leaders and because of my own conviction, I will ask the state legislature to appropriate funds to

take this historic building at Pembroke State University and develop a structure that will have real meaning to the Indians. I have already arranged for Rep. Henry Oxendine,[4] our newest legislator, to introduce the legislation.

I also told the Indian leadership that our state has received a grant which will allow us to begin a manpower planning program in this area. This person will be located in Robeson County and will help to provide job planning that will mean more money in the pockets of the Indians. I want to commend these Indian leaders for recognizing what Indians in eastern North Carolina really need. They haven't made a lot of noise, but they're providing real Indian leadership and they're getting the job done.

[1]Janie Maynor Locklear (1945-), of Pembroke; B.S., Pembroke State University; former elementary schoolteacher; consultant for Lumbee Oral History project of University of Florida, 1970-1973; became project director, Lumbee Indian Education, Lumbee Regional Development Association, 1974. Janie Maynor Locklear to Memory F. Mitchell, January, 1976; Motor Vehicles information.

[2]Tryon Delton Lowry (1943-), of Pembroke; graduate of Pembroke State University in business administration; veteran of U.S. Navy, 1960-1964; employed by North Carolina Department of Transportation. Tryon D. Lowry to Memory F. Mitchell, January 23, 1976.

[3]Carnell Locklear (1941-), from Pembroke; educated, Pembroke State University; U.S. Army veteran, 1963-1965; formerly in insurance and later construction work; secretary, Eastern Carolina Indian Organization. Information furnished by Carolyn K. Samet, deputy assistant for appointments, Governor's Office, May 11, 1976.

[4]Henry Ward Oxendine (1940-), native of Robeson County; B.S., Pembroke State University; J.D., North Carolina Central University; U.S. Air Force, 1957-1960; member of House of Representatives, 1973-1975, having been appointed on March 19, 1973, to fill a vacancy created by the death of Rep. Frank S. White. *North Carolina Manual, 1973,* 695; *1975,* 402.

SUMMARY OF SPEECH AT SEMINAR/LUNCHEON SPONSORED BY RADIO-TV NEWS DIRECTORS ASSOCIATION OF THE CAROLINAS

RALEIGH, MARCH 24, 1973

Speaking to radio and TV news directors, the governor mentioned his "People's Day." He stressed the importance of communication between people and their government, calling the news media "the most important vehicle for true communication from people to government and government to the people. . . ." He noted, "The best government programs can never reach their full potential unless the people are aware of them and understand them. The worst government programs can go on for years unless

the watchdogs of the news-gathering profession tell the people about them." He said his administration planned to find ways of getting messages to the people, but he recognized the fact that his audience was made up of communications experts. He asked his listeners for advice so that he could better achieve his aim of ensuring a well-informed public.

ANNOUNCEMENT OF DRUG AND ALCOHOL REHABILITATION EXPERIMENT (DARE, INC.)

FAYETTEVILLE, MARCH 26, 1973

[Drug abuse and alcoholism had been major health problems for many years, and Governor Holshouser emphasized in this speech his awareness of the problems and his desire to find solutions to them. The Fayetteville program was commended as being a step in the right direction.]

In my inaugural address, I talked about building a full partnership for all North Carolinians. This means many things. It means fairness—fair play for all citizens, regardless of their race, sex, or age. It means concern—concern for our citizens' needs above all else. It means involvement—a full participation in government by all people, all elements of society. To sum it up, I was talking about one thing—people. The one overriding goal of my administration is to prove that government exists to serve the people.

Certainly, we will develop programs. We will initiate projects. We will establish policies. But programs, projects, and policies are not worth a dime unless they have real benefits for people and unless they have the support of the people. Too often a government program is hatched, financed, staffed, and then turned loose on the public with the unspoken message: Here it is, like it or not. The thinkers, the bureaucrats, the lobbyists, and the lawmakers all play their roles; but the people are left out. When the program fails, the bureaucrats and the politicians wonder why.

On the other hand, there are the success stories. The people determine themselves that there is a problem to be solved or a need to be filled. They get together and say, "This is what has to be done." Sometimes they do the job themselves or work through some community effort. Sometimes they conclude they must go to government for the solution. Sometimes they achieve a partnership of the public and private sectors. This is the kind of project we are talking about here today—a "people's project" started by the people. This is a unique community experience, believed to be the first

of its kind in the Southeast. It represents a joining of forces and pooling of resources by several groups: the Myrover-Reese Community Home, the Junior Woman's Club, B'nai B'rith, the Cumberland County Mental Health Center, the Cumberland County-Fayetteville Youth Council, and Alcoholics Anonymous.

The various groups saw that they had a common cause—the rehabilitation of the tragic victims of drug addiction and alcoholism. It is fitting that the initials of Drug and Alcoholic Rehabilitation Experiment spell the word "Dare," for you have been people who dare to think big. As you know, I have declared total war on drug abuse. Community-based projects such as this one are essential if we are to win this war.

Just last week, the National Commission on Marijuana and Drug Abuse, reporting to Congress and President Nixon on the results of its two-year study,[1] said that private citizens rely too much on government to discourage drug use. This same study commission also said that America's worst drug problem is alcoholism.

Thus, in at least two important ways, our group here in Cumberland County was ahead of this blue-ribbon, national study panel. You had the wisdom to see that the best efforts in the drug abuse field are conducted by local people on the community level. And you had the foresight to realize that the alcoholic and the victim of other drug abuse should be dealt with as one problem.

When the program was explained to me by Pat Reese,[2] what impressed me the most was DARE's concept for this new center. As Pat put it, and this was what the national study commission seemed to be saying, too, the one most vital element missing in most alcoholic and drug programs is people. The community must be involved in its entirety. The churches, the working people, the mental health folks, everybody. "If we are to get everybody turned on to the program," Pat added, "their participation must be meaningful, rewarding."

I have emphasized repeatedly that the people must be given a chance. I think the presence here today of these various public officials is proof that DARE has our support and encouragement. I do not think it is necessary for me to wish this project success. When the people dare to do great things, success is inevitable.

[1] *Drug Use in America: Problem in Perspective* (Washington: Government Printing Office, 1973). This second report of the National Commission on Marijuana and Drug Abuse was sent to the president and Congress by the commission, Raymond F. Shafer, chairman, in March, 1973. It was printed for the use of the House Committee on Interstate and Foreign Commerce and the Senate Committee on Labor and Public Welfare.

[2]Walter Patrick Reese (1927-), native of Hendersonville; educated, University of Georgia; World War II navy veteran; reporter on various North Carolina newspapers, and editor of *Wrestling, U.S.A.*; reporter on *Fayetteville Observer* since 1957; active in many civic programs and former vice-president of State YDC. Nancy Kutulas, reference librarian, Cumberland County Public Library, to Memory F. Mitchell, April 14, 1975.

GOVERNOR'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED

RALEIGH, MARCH 30, 1973

[Governor Holshouser was present at the Crabtree Sheraton Inn in Raleigh when announcement was made of the outstanding North Carolina handicapped citizen of 1972. The award winner was Paul A. Barwick of La Grange, the first state employee to win the award. A public information officer with the State Department of Mental Health, working with the Eastern Regional Alcoholism Program, Mr. Barwick had been paralyzed from the waist down in a fall when he was nine years old. The award was presented by Governor Holshouser, who also gave a short talk at the annual awards luncheon. See *News and Observer,* March 31, 1973.

The governor's interest in help for the handicapped was again shown in a tangible way at a special awards ceremony honoring Constance Matheson Baker and Larry Marchese on July 12, 1976. In that speech he cited work done by Mrs. Baker in organizing programs for the handicapped as well as donating resources to help in related causes. Among her outstanding contributions was that of making available her home, Duncraig Manor, for the use of handicapped children. Marchese was recognized for his work in Massachusetts and also in North Carolina; outstanding was his direction of the fund-raising efforts for handicapped children in connection with the charity aspects of the 1975 World Open Golf Tournament.]

It is with delight that I participate in this very special recognition and presentation of awards. It is my belief that individuals and companies who have made significant contributions toward furthering the employment of handicapped persons in our state should be duly recognized. While serving as a member of the General Assembly, I was greatly concerned about the state's role in providing full and equal opportunities to the physically and mentally handicapped.

It is the statutory responsibility of several state agencies to assist the handicapped in securing an education, training, and employment commensurate with their abilities; however, these state agencies cannot do the job alone. They require the interest and active participation of professionals, such as doctors; of employers, such

as those being honored here today; of private agencies and organizations; of civic and fraternal clubs; and of volunteers such as you, representing all walks of life.

With these cooperative and combined efforts, the handicapped person's dream of becoming a productive and contributing member of society can be a reality. The end result of your interest and activities will be thousands of handicapped men and women who know they are useful and who have a spirit of belonging and a feeling of pride in accomplishment.

The science and philosophy of rehabilitation, as it relates to our handicapped population, is justifiably popular with the public, the professions, and public officials. It is seldom that one reads or hears severe criticism of the rehabilitation movement. It is almost as difficult to be against the rehabilitation of one's fellowman as it is to be against apple pie and the American flag. This is all the more reason that rehabilitation professionals must be ever mindful of their responsibilities. In the delivery of services they are molding the recipient's destiny. His contribution to society, and even his life-span, can depend upon an accurate analysis of his specific needs and the subsequent program to meet those needs.

The agencies of state government and the many private and volunteer organizations concerned have done a remarkable job. This is indicated by the high national statistical rating in the number of handicapped persons rehabilitated and employed. I am pleased with this progress. But I am not satisfied, nor will I be, until all our disabled and disadvantaged citizens have had access to the rehabilitative services necessary to enable them to function in today's highly competitive labor market. Only then can we prove through them that it pays to hire the handicapped.

Our handicapped people can, in the future, have more freedom of movement to shop, work, and participate in recreational activities because of acceptance by the North Carolina Building Code Council of recommended revisions to the building code. These revisions were painstakingly prepared and submitted by the Governor's Study Committee on Architectural Barriers, in concert with the Governor's Committee on Employment of the Handicapped.

These revisions will require that the construction of many buildings, facilities, streets, and walks be free of architectural barriers limiting the mobility of persons on crutches, in wheelchairs, or wearing braces. Additionally, in the renovation and modification of existing buildings, these barriers to mobility will be eliminated. No longer will handicapped people be restricted in

their day-to-day activities by doors, stairs, or curbs. These revisions are the results of your interest in the well-being of your fellowman. You truly are, and have been, your brother's keepers.

I urge you to continue your enthusiastic endeavors on behalf of our state's blind, deaf, paraplegic, cerebral palsied, and the host of others with disabling conditions so that they may enjoy the fruits of their labors.

STATEMENT ON REQUESTS IN RE NORTH CAROLINA COMMISSION FOR INDIAN AFFAIRS

APRIL 2, 1973

[Shortly after Governor Holshouser had met with the Indian Committee to Save Old Main, he had a request from Chief Howard Brooks that he convene the North Carolina Commission for Indian Affairs. This statement was issued in response to Mr. Brooks's request.]

I have today received a telegram from Chief Howard Brooks[1] of the Tuscarora Indians of North Carolina requesting that I convene, by executive order, the North Carolina Commission for Indian Affairs on Wednesday, April 4.

According to Mr. Brooks's telegram, this meeting is sought "to consider a list of demands formulated by the Tuscarora Indians and to arbitrate all problems currently facing the Indians of Robeson County."

Such a meeting would, in fact, be a duplication of action I have already taken and is therefore unnecessary. On Friday, March 23, I met in my office with a large group of Indian leaders broadly representative of the Indian population of Robeson County and eastern North Carolina, including Tuscaroras. We discussed many of the problems facing them and some positive action for solutions. In addition, we are in frequent contact with these Indian leaders in a continuous effort to help them solve their problems. These Indians do not recognize Howard Brooks as their spokesman or as a leader of a substantial segment of the Indian population.

My personal interest in the problems of the Indians of Robeson County is well known and has been demonstrated time and again. We are doing everything possible to help the Indians of eastern North Carolina solve their problems. We are working with Indians who are providing real leadership and who recognize the needs of

their people. We will continue every effort to assist them in meeting these needs.

[1]Howard Alexander Brooks (1927-), native of Pembroke, son of Dougle Brooks; was found guilty in Robeson County District Court on charges of inciting a riot, rioting, and failing to disperse; charges stemmed from an incident at Prospect School the night of March 23, 1973; after appeal and retrial in superior court, Brooks was again sentenced. Information from clippings from the *Robesonian* (Lumberton), March 17, 25, April 9, 10, May 17, July 13, 1973, supplied by David Eliades of Pembroke; Motor Vehicles information. Mr. Brooks did not respond to requests for biographical information.

STATEMENT AT NEWS CONFERENCE ON NORTH CAROLINA LAND CONSERVANCY CORPORATION ACT

RALEIGH, APRIL 19, 1973

[Various efforts were made in the area of conservation throughout the Holshouser administration. On November 27, 1975, more than two years after this April 19 news conference was held, the governor announced plans for North Carolina to join a national conservation organization, the Nature Conservancy in Washington, D.C., in the creation of a North Carolina Heritage Trust. Its purpose would be the identification and protection of the state's natural areas of significance. Establishment of the Heritage Trust was made possible by a $30,000 grant from the Mary Reynolds Babcock Foundation of Winston-Salem, but an additional $90,000 was to be sought from federal and private sources. The first step would be the identification of natural areas in North Carolina, particularly those areas housing rare or endangered species, which had unusual vegetation or geological formations, or with record-size trees. The areas would then be evaluated for importance; preservation would be the next step. News release of Governor Holshouser, November 27, 1975.]

This legislature will make the most significant contributions in this century to our state park system. The funds appropriated in this session will be a major step in giving our people more buffers against the fast-developing times in which we live. For every new park we establish, another weapon has been added in our battle to protect North Carolina's environment. But we must do more, much more, if we are to be assured of a park system that will serve a growing state for generations to come. And we must act now. We need parks and green areas in all parts of our state. We especially need them in and around our urban areas. As one major state newspaper put it, we need oases in our deserts of asphalt.

In North Carolina we are fortunate that there is still an ample supply of land that can be retained and protected in its natural state. But it is dwindling fast. Our cities are expanding at an astonishingly rapid rate. More and more land along our coast and in the mountains is being swept up and developed. Land throughout North Carolina has become a precious commodity, with land prices soaring higher and higher every year.

We already are way behind our sister states in the development of a state park system. In the past fifty-seven years, North Carolina has spent less than $8 million for state park improvements. This is less than South Carolina spent in 1969 alone. It is less than half as much as the states of New York, Pennsylvania, and Ohio spent for parks in 1970. We rank fiftieth, dead last, in the amount of dollars spent on land acquisition for parks. Among all the states the average amount of land devoted to state parks is 172,000 acres. In North Carolina, all our parks together add up to only 47,000 acres.

Most of our parkland, 84 percent in fact, has been given to us. We are grateful for the individuals and corporations who have contributed this legacy to North Carolina. But with unspoiled land becoming in steadily shorter supply, we cannot afford to sit back and wait for these donations to continue. Neither can we afford the luxury of buying land for parks bit by bit. Already we are paying for our shortsightedness of the past. For instance, the state could have purchased Bald Head Island for $5,000 in 1933. In 1938 it was sold at public auction for $11,000. In 1970 the island's owners supposedly refused to sell it for less than $20 million. Today Bald Head Island no longer can be considered for a state park; it's in the hands of private developers. Meanwhile, other land is slipping away, lost forever to development, simply because the state lacks the flexibility and mobility to compete for it on the open market.

Even if it has the support of everybody, the time it takes to have a parkland project approved by the state parks division, the governor, the Advisory Budget Commission, and, finally, the legislature, almost inevitably prevents us from being able to negotiate effectively for that land in the marketplace. We need a mechanism, a method, to overcome this barrier. We need to arm North Carolina with the means and the funds to compete for valuable real estate whenever and however it becomes available.

There is such a tool. It has been used effectively by private national groups. We believe this tool can be adapted for use by the state. Very shortly, legislation will be introduced in the General Assembly creating the North Carolina Land Conservancy

Corporation.[1] This will be an independent, public corporation governed by a board of trustees and bearing the faith and credit of the state of North Carolina. This corporation will be given broad and flexible powers to deal in land transactions. It will be able to buy land that must be sold quickly to settle an estate, to pay off a tax debt, or for various other reasons. It will be able to negotiate effectively with the landowner who wants to enter a contract to sell his property with the provision that he can live there the rest of his life. To give the corporation the necessary funds, we will propose that the legislature empower it to issue bonds not to exceed $50 million, subject to the approval of the voters.[2]

I believe that this plan represents the kind of bold approach we must adopt if we are to develop a park system that is adequate for the future. I also believe that it represents good economic practice. The new corporation can sell these bonds at an interest rate of from 4 to 5 percent. Meanwhile, the price of land is rising at a rate of 12 percent a year or more, with no end to the climb in sight. By taking this step now rather than waiting for funds to be appropriated year by year, we can save the state literally millions of dollars.

[1]*N.C. Session Laws, 1973, Second Session, 1974,* c. 1405, enacted into law Senate Bill 899, "An Act Relating to the Purchase and Development of Park Lands, Recreation Areas and Other Lands in Their Natural Unaltered Condition and to the Acquisition of Other Lands and Property; the North Carolina Land Conservancy Corporation Shall Have the Power to Buy, Sell, Convey, Mortgage or Lease Any Interest in Such Property." S.B. 899 gave the North Carolina Land Conservancy Corporation various powers including that of soliciting financial support from private sources; it was effective on ratification, which was April 13, 1974.

[2]House Bill 1282 and Senate Bill 900, companion bills, were introduced in the House and in the Senate. These authorized the issuance of $50 million in bonds subject to vote of the people. The legislation was not approved by the General Assembly. *N.C. House Journal, 1973, First Session,* 732, 882; *Journal of the Senate of the General Assembly of the State of North Carolina, First Session, 1973,* 415, 470, 506, 520, hereinafter cited as *N.C. Senate Journal.*

SUMMARY OF SPEECH AT DISTINGUISHED CITIZENSHIP AWARD LUNCHEON

CHARLOTTE, APRIL 27, 1973

[At a luncheon held at Charlotte's White House Inn, the Charlotte Civitan Club honored Dr. Jonnie McLeod, Charlotte pediatrician, by conferring on her its Distinguished Citizenship Award. She was executive director of the Drug Education Center and had given up a successful practice to initiate and run the Family Life and Sex Education program in the schools and to found and operate a drug counseling service. The fifteenth recipient of the award, Dr. McLeod was the second woman to

receive the honor. (Dr. Bonnie E. Cone of the University of North Carolina at Charlotte had won the award in 1965.) *Charlotte Observer*, April 28, 1973.

Nearly three years later, on February 7, 1976, Governor Holshouser spoke at the Hendersonville Jaycees Distinguished Service Award Banquet; on that occasion his remarks were identical to those given in Charlotte except for the deletion of several paragraphs pertaining to solutions for some of the state's problems.]

Good citizenship was being recognized by those meeting on this occasion, Governor Holshouser told his audience, adding that the prevalent "who cares" attitude did not apply to his listeners. Citizenship was more than caring and more than finding fault with the state of affairs. "A good citizen is one whose caring stirs him to positive action," he observed. Much of the fault for lack of involvement stemmed from the fact that those in positions of leadership had kept many out of the decision-making process. America could never reach its full potential without nurturing the worth of every citizen, because everyone could contribute in some way toward the solution of problems, he noted.

The governor pointed toward efforts being made to improve the system of education, citing the expansion of the kindergarten program in particular; the development of a coastal area management plan; the assurance of medical care in rural areas; the development of a state park system which would serve generations to come. Plans to carry out these projects had been "devised because there were people who cared enough about the problems to do something about them. They applied their brains, their knowledge and training, to them. They sought the advice of other people who cared enough to get involved. . . ." Governor Holshouser said this was what citizenship was all about. "All of us have to live together in this world. The problems of this world are everybody's problems. There is not a person in this audience, in the city of Charlotte, or in the state of North Carolina who doesn't have something to contribute. We all need each other. We all need to be distinguished citizens. Only through citizen participation and concern about these problems will there be a chance to solve them."

He closed by urging his audience to follow the example of the person being honored.

FHA FARM FAMILY OF THE YEAR LUNCHEON

RALEIGH, MAY 4, 1973

[The Fred S. Spencer family of Route 2, Creswell, was honored by the Farmer's Home Administration as North Carolina's "Farm Family of the Year." About 400 agricultural leaders and friends of the family attended a luncheon at which James T. Johnson, state director of the FHA, presided. U.S. Representative Walter B. Jones, in whose area the Spencers lived, was present. Hard work and FHA credit had enabled the Spencers to increase their net worth 500 percent in eight years. Both Spencer and his wife grew up in the Creswell area; at the time of their award they lived on a 230-acre farm and rented additional land. They planted 240 acres of corn, 130 acres of soybeans, and 80 of barley; they had 200 sows and produced feeder pigs and hogs for the market. Their first loan of $24,500 was obtained in 1954 to buy a 101-acre farm; at that time they were worth $9,000. In 1966 they borrowed $1,740 to construct a farm shop, and in 1970 their loan of $39,000 enabled them to buy a second farm of 128 acres. Agricultural experts praised the methods employed by this family in operating their farm properties. *News and Observer,* May 5, 7, 1973.]

The people we are saluting today represent the best of a great American institution—the farm family. There are those who are saying, and have been saying for years, that the family farm is an endangered species. There are even some people, exponents of some sort of "New Morality," who say the family itself as we know it—the very foundation of our society—is on the way out.

I reject both of these notions. I am sure you do, too. We live in an age when all our traditional institutions are being questioned. This is not necessarily bad. Many of our institutions need questioning. Some, perhaps, have outlived their usefulness. In most instances, though, what is needed is positive soul-searching to determine how our institutions can be strengthened to perform the roles in society for which they were created. So it is with the family. It is our greatest source of stability and of strength. If we are to continue to be a great and strong nation, the family must survive.

Fred and Wilma Spencer and their three children are what a family is all about. They typify the farm family that works together, worships together, plays together, and contributes to the betterment of their community and county. Traditionally, the farm family has withstood the pressures that have brought modern man to his present state—rootless, unhappy, searching. The family that

has stayed on the farm, I would venture to say, also is more likely to be the family that has stayed together.

As the director of agricultural economics in the U.S. Department of Agriculture observed recently, there was a great debate in the early days of our country over what kind of agriculture we should have—a system based on individual family farms or one of large units. We chose to be a nation of predominately family-sized farms, with decision-making responsibility in the hands of the man who tilled the land. This issue became law through a series of governmental actions, such as the Homestead Act and the Reclamation Act. With this policy we developed a progressive agricultural system that has been the envy of virtually every other nation. It has continued to be that way down through the decades, and the record is impressive:

In 1940, for example, a farmer fed 10.7 persons, himself and not quite ten other people.

In 1950 he was feeding himself and 14.5 other persons.

In 1960 he was feeding himself and 24.8 persons.

And by 1969 the American farmer was feeding himself and 44.3 other persons.

This is the record of accomplishment of the American farmer—the American farm family. It has been accomplished by people such as those we are honoring today and many others throughout North Carolina and the nation. Yes, we do hear warnings that the family farm is in jeopardy, threatened by scientific and technology developments, corporate farms, conglomerates with farming divisions, mass merchandising, contract farming, and other modern trends.

It is true that the advance of technology has led agriculture into a period of great change. It is generally true that this has meant change for the family farm. With modern technology, today's farmer, unlike his forefathers, is not likely to supply virtually everything needed to make the farm go: land, labor, capital, management. A modern farm, if it is to provide an income equal to that which can be earned in the city, requires a large outlay of money. It requires managerial skill to operate.

But does this mean the family farm cannot survive? Not if you look closer at the evidence. Farm economists generally define a family farm as one on which the majority of the labor and decision-making is supplied by the farmer and his family. The U.S. Agriculture Department says that about 95 percent of the farms in this country still meet the definition of family farms—a percentage

that has been virtually unchanged for decades. According to the 1969 agricultural census, only 1.6 percent of acreage on farms with sales of $2,500 or more was held by corporations with more than ten shares.

A top economist in the U.S.D.A., in a recent speech, asked himself whether the family farm can continue to compete with the corporate farm. He said: "I take the view that the family farm is a very tough competitor, a very durable institution. It has survived war, depression, inflation, and natural disaster. With a few highly visible and much publicized exceptions, it has thus far adapted itself very well to a technological revolution."

He pointed out some of the strengths of the family farm. The family farmer is self-employed, self-supervised, and self-motivated. He looks on his farm not just as a source of income, but as a place to live and a way to continue to do the work he likes best. When a bad year comes along, the big industrialized farm unit, with its fixed high costs, may go under. But the family farmer can pay himself a lower wage, postpone some maintenance costs, pull in his belt a notch or two, and is there again the next spring, ready to go.

With proper help and assistance from government—such as the programs provided by the Farmers Home Administration—the family farmer actually may be on the threshold of his greatest day. In its most recent issue, *Business Week* magazine called agriculture "the biggest growth industry in the United States."[1] The article went on to say that agricultural experts, government officials, economists, and some farmers see signs pointing to a bright new era ahead. This article pointed out that there is a growing world demand for U.S. farm production, especially wheat and livestock feed grains. It noted that U.S. farm productivity continues to rise each year and that American farms are now operating closer to capacity than at any time since the Korean War.

The experts generally agreed that the trend is toward larger farms—but larger family farms, not the corporate operations. One top economist said the most efficiencies in farming have been gained with a suitably equipped two-man operation. Except for cattle feeding operations, the consensus was that "large-scale corporate farms are not a major factor and they are unlikely to become so in the future."

What does this all mean? It means that families such as the Fred S. Spencers of Washington County remain, and will continue to remain, the backbone of a vital American agriculture.

It is a long-established rule of thumb that a vital American

agriculture carries over into all aspects of our economy. The more things change, the more this truth remains the same. For example, as the *Business Week* article emphasized, the world demand for American farm production has never been higher. This means more money in the pockets of many people. Think, for example, in an agricultural state such as ours, what it means potentially for our North Carolina ports.

The administration in Washington presently is closely exploring the possibility of using huge farm exports to trade for billions of dollars in oil from other lands. To be sure, there must be adequate safeguards in any trade agreements to protect our farmers. But think what this could mean in terms of solving the growing oil shortage in this country. I think we can all see the stake we have in making sure that the farm family is able to continue to thrive and prosper.

Recent surveys have shown that the great majority of American people believe that the availability of good jobs is best in metropolitan cities. A majority perceive recreation-entertainment opportunities and medical care to be best in the cities. On the other hand, even metropolitan residents themselves believe that rural and small town people are friendlier, more likely to be in good general mental health, have more voice in community affairs, and that rural communities are the best places in which to rear children.

The implications are clear: We must make it possible for our rural people to receive such essentials as medical care. We must make certain that they have easy access to opportunities for recreation, entertainment, and culture. For our city dwellers, we must plan so that their children are brought up in healthy, safe environments and so that they can have a voice in their community's decisions. In other words, we must find ways to give all our people the best of both worlds. We also must encourage and strengthen those programs that have worked to help families make a good living on the farm—programs such as those sponsored by the Farmers Home Administration.

Nowhere in the country has the FHA been a stronger force than in North Carolina. In virtually every loan credit program offered by this agency, North Carolina ranks either first or second among all the states. This is a tribute to the strong leadership the FHA has maintained in this state. It is exemplified by the success story which we honor today, the story of the Spencers. Taking full use of a wide range of FHA loan programs, and utilizing sound, up-to-date farming and business practices, the Spencer family has progressed from

humble beginnings through a series of adversities to a position where they are making substantial contributions to their community and county.

This is the American way. It is what our forefathers envisioned for our people. It is a demonstration of faith in the American dream and the American way of life. It is proof in action that the American family and the family farm are institutions that will endure. We are grateful to you, Fred and Wilma Spencer. To all of our farmers, we owe a great debt.

[1]"Agriculture: Biggest growth industry in the U.S.," *Business Week*, No. 2277 (April 28, 1973), 62-71.

NORTH CAROLINA AUTOMOBILE DEALERS ASSOCIATION

PINEHURST, MAY 7, 1973

[The Holshouser administration was plagued by shortages of energy: gasoline, natural gas, and electricity. Rising prices and shortages created problems in many areas, and Governor Holshouser foresaw increasing difficulties when he spoke to the Automobile Dealers Association. It was not to be until some months later that the average citizen faced long lines at the gasoline pumps and were urged to turn their thermostats to a maximum of 68 degrees. With the passage of time, the rapidly escalating costs of electricity were to create revolt among consumers and real suffering on the part of people with incomes barely sufficient to meet the necessities of life. But as of May, 1973, the future was something talked about but incomprehensible to the average citizen.]

We are now reading in our newspapers about gasoline stations closing their doors because of a shortage of gasoline. Those that remain open are posting higher and higher prices on their tanks. Gasoline is being rationed to the major distributors. Our top officials are warning that gasoline consumption must be curbed. It has been suggested that we should shorten or call off our vacation trips this summer. Some people are proposing a new, heavy national tax on gasoline to reduce consumption. We hear suggestions that the automobile manufacturing concerns will have to make smaller and smaller cars. We hear some say that we must look for other forms of transportation.

But no matter what happens, the automobile is here to stay. Nobody has ever devised a system of transportation that could compare with it for convenience, flexibility, and personal enjoyment.

Needless to say, however, unless we do something about the shortage of gasoline, it could mean personal disaster for you. There is no need reminding you that you have a very large stake in this crisis. You are not alone. It is not just your problem, or a problem for motor fuel distributors and service station operators. The energy crisis is a problem for us all.

A shortage of gasoline and higher prices for motor fuels of all kinds could have serious effects on our large trucking business. Our great and growing travel and tourism industry in North Carolina could be crippled. Our entire economy could be threatened by this crisis.

Nor is the looming energy crisis confined to gasoline and other petroleum products. Natural gas distributors say that North Carolina customers must expect continued and increased curtailment of supplies for industrial and commercial use. This curtailment, they say, may be as much as 15 to 20 percent of the requirements of their existing customers this year. This could mean a serious interruption in North Carolina's record-breaking pace of industrial expansions. Shortages of energy for industrial and commercial use of sufficient scope to impair production will have obvious adverse effects on payrolls and our entire economy.

Our major electric utilities say they anticipate no difficulty in meeting electric current demands for the immediate future. But there is ample evidence that we also could face shortage in electric energy further down the road unless we begin now to find effective measures to prevent it from happening.

We welcome the attention being given this problem at the highest levels of our national government, beginning with President Nixon. But those of us in state government must do more than merely express our concern and wait for the problem to be solved in Washington. There are obvious areas to which state government should address itself in helping to solve this problem. The state of North Carolina has major regulatory responsibilities that affect energy-producing capabilities. Rate structures have a significant bearing on the ability of the electric utilities to generate sufficient capital to meet the costs of new generating facilities. The state also must be a party to long-range planning with the electric utility companies. The lead time in planning and constructing new generating plants is such that early identification of potential sites and early resolution of problems in the regulatory field can measurably affect the capability of these companies to meet the demand on time. More comprehensive and faster regulatory

procedures can be accomplished by better coordination and consolidation of some of these functions.

Our national leaders have recognized that there must be an increase in this country's domestic petroleum refining capacity. We are seeing evidence of possible interest in refining operations in the southeastern states. North Carolina must be prepared to cope with this potential movement by developing a capability for land-use planning and regulation of these industries. Many people who are concerned about maintaining an environmental balance believe that careful planning and location can lead to a satisfactory coexistence of such industries and our natural environment. But we must recognize that the thrust of many activities aimed at solving our energy problem could collide head on with the environmental protection movement. The state must be in a position to anticipate and to evaluate these possible confrontations. We must develop policies and procedures that will ensure that our economic needs can be met without sacrificing our environment.

And the state can and should begin to pursue programs and policies aimed at the conservation of energy. To address this problem at the state level, I have formed a special panel of state government officials. This panel will be instructed to determine from all available sources the scope of the energy problem as it affects North Carolina. It will be asked to publicize the problem so that our citizens can be informed and forewarned in those areas where it will affect them. I will ask this panel to recommend appropriate state action to respond to this problem. This panel will include the secretaries of the Departments of Commerce, Transportation, Natural and Economic Resources, and Administration.

I will ask this group to convene promptly and to seek all the information pertinent to the subject it can gather from state agencies, from utility companies, and from energy producers and distributors, as well as from the consuming public and any other interest parties. I will ask that it present to me its findings and its recommendations as soon as possible. If the General Assembly approves legislation setting up a study on the energy crisis, I will ask this panel to work closely with the legislative study group so that all our best efforts can be brought to bear on this critical problem.

You are important people, important in the business life of our state and your communities. Many of you are leaders in the civic lives of your cities and counties. As automobile dealers, businessmen, and citizens, you have a great stake in this problem. By using your ideas and your influence, individually and collectively, you

can play a major role in helping our state and our nation meet this challenge. I urge that you give this new panel your ideas and suggestions.

Many of you have built your businesses with energy, enthusiasm, and good old-fashioned American hustle. You are products of the American system. This system and this great nation has licked war, depression, and every other kind of crisis you can mention. In a way, most of our newest crises are the products of our own success—the crises of energy, environment, and overcrowded cities. But if we apply our ingenuity and our determination, and if we all join together in a concerted effort, we will lick these problems, too.

REMARKS AT A NEWS CONFERENCE ANNOUNCING A NEW RESORT COMMUNITY

RALEIGH, MAY 22, 1973

[Brandywine, to be financed with North Carolina capital, was planned as a resort community in Carteret County. Unfortunately, Brandywine later went bankrupt. See *Raleigh Times,* March 30, 1976.]

It is my pleasure to participate in the announcement of this major new resort community to be developed in Carteret County. While I always enjoy welcoming new industry to North Carolina, I take special satisfaction in seeing a project undertaken that is Tar Heel born and bred. And that's what Brandywine will be—a homegrown venture. Jim Gardner[1] and his associates in the management of this project are North Carolinians. Brandywine will be financed with North Carolina capital. And, as much as possible, the developers will be relying on North Carolina consultants for advice and assistance. This will be an exciting venture for those involved. Brandywine will set a standard for quality development in our coastal region.

I have talked quite a lot about our state getting the right kind of development. By that, I mean development that will be adapted to our national environment rather than harming it. I have been impressed by the steps being taken by the developers of Brandywine to assure that ecological standards are maintained. Clearing of trees will be kept to a minimum to preserve the green beauty and ecological balance of the site. All utilities will be placed underground and the development density will be controlled. In addition, the developers have made a commitment to advance $176,000

to the local government and are offering engineering services for the expansion and upgrading of sewage treatment facilities.

I also was pleased to learn that the elegant old Webb Mansion on the site will be preserved and renovated to serve as a club facility. This is the kind of thing I would like to see done with more of our fine old homes and other buildings of distinctive architecture and charm. Finally, Brandywine will add substantially to the property tax base of Carteret County, enabling it to provide more and better services to its citizens.

This is the kind of development we need in North Carolina—development that will provide a boost to our economy while showing respect and concern for our ecology. I am confident that Brandywine will become a real asset to our state.

[1]James Carson Gardner (1933-), businessman from Rocky Mount; educated, North Carolina State University; U.S. Army, 1953-1955; cofounder and executive vice-president, Hardee's Food Systems, Inc., Rocky Mount; chairman, North Carolina Republican party, 1965-1966; member, U.S. House of Representatives, January 3, 1967-January 3, 1969; unsuccessful candidate for North Carolina governor, 1969 and 1972; president, Diversified Food Systems, Inc., and Southern Sports Corporation, Rocky Mount. *Biographical Directory of the American Congress, 1774-1971* . . . ([Washington]: U.S. Government Printing Office, 1971), 985; *Raleigh Times*, March 30, 1976.

GOVERNOR'S CONFERENCE ON BICENTENNIAL PLANNING

RALEIGH, MAY 24, 1973

[Before the bicentennial observance was concluded at the end of 1976, the North Carolina American Revolution Bicentennial Commission (later called Committee) underwent many unheavals. All told, there were four directors of the commission, and the NCARBC was subject to political pressures and personality conflicts throughout its existence. But in May, 1973, the second director had taken office, full of ideas and plans as evidenced by the conference held at Raleigh's Sir Walter Hotel. Various proposals were made during the meeting with regard to North Carolina's participation in the national bicentennial celebration.

The remarks published below were taken from the governor's reading copy, not the longer press version, of his May 24 speech.]

I want to talk to you about a birthday party. It's our party, and it's going to hit its high mark on July 4, 1976. That will be the day we will set aside as a very, very special day. On this day 200 years ago, three North Carolinians named William Hooper,[1] Joseph



In November, 1973, Governor Holshouser and Dabney Enderle, administrator of the North Carolina American Revolution Bicentennial Committee, placed a Bicentennial sticker on No. 1—the governor's car.

Hewes,[2] and John Penn[3] were joined by the other brave men in the Continental Congress in Philadelphia in the signing of the Declaration of Independence.

During the months ahead there will be a lot of opportunity to look back—to make our history come alive again to remind us of the sacrifices that have been necessary in the building of our country.

But we have a far greater opportunity in front of us. In our celebration of the bicentennial, we have the opportunity to renew that spirit of '76 and at the same time to turn our faces to the future. We have the chance to pause and look at ourselves, at where we are today, and where we want to go—to be architects for the future. The bicentennial celebration can be a platform for action now and a springboard for greater things in the future. Time is of the essence. Development of plans for your community needs to begin right away. It's a tremendous challenge, and it's one I know we will meet.

[1]William Hooper (1742-1790), continental congressman, native of Boston; A.B., Harvard; lawyer; moved to Wilmington; became deputy attorney general; legislator; served in all five provincial congresses and was delegate to Continental Congress; signer of Declaration of Independence from North Carolina. Memory F. Mitchell, *North Carolina Signers: Brief Sketches of the Men Who Signed the Declaration of Independence and the Constitution* (Raleigh: State Department of Archives and History, 1964), 13-15, hereinafter cited as Mitchell, *North Carolina Signers*.

[2]Joseph Hewes (1730-1779), continental congressman, native of New Jersey; merchant and shipper in Edenton; legislator; member of provincial congresses and of Continental Congress; signer of Declaration of Independence for North Carolina. Mitchell, *North Carolina Signers,* 5-7.

[3]John Penn (1740-1788), continental congressman, native of Virginia; lawyer; member of Provincial Congress in 1775 and of Continental Congress; signed Declaration of Independence for North Carolina; member of Congress until 1777, reelected 1778, served until 1780. Mitchell, *North Carolina Signers,* 9-11; Allen Johnson, Dumas Malone, and others (eds.), *Dictionary of American Biography* (New York: Charles Scribner's Sons, 20 volumes, 1928; index and updating supplements), XIV, 431.

NORTH CAROLINA CHAPTER, NATIONAL COMMITTEE FOR A TWO-PARTY SYSTEM

RALEIGH, MAY 25, 1973

[The first annual banquet of the North Carolina's Chapter of the National Committee for a Two-Party System was held at the Hilton Inn in Raleigh. At that time Governor Holshouser reviewed his philosophy relating to the necessity of an active two-party system in this country.]

Anyone who holds an office such as mine can expect to attend many events. This is one of the pleasures that comes with the job. As the years go by, most of these occasions probably will fade into dim, fond memories. But occasionally there is this feeling that you might be sitting in on history being made. Tonight is one of those times.

You meet here for the first time as the North Carolina Chapter of the National Committee for a Two-Party System. You are only the second state chapter of this organization to be licensed since the national committee's founding some nine months ago. For that reason alone, North Carolina stands in the spotlight tonight. Your beginning is impressive. Your leadership is made up of people of proven ability to lead and to inspire. This group gathered here tonight is a demonstration that, in a very short time, you have captured the imagination and aroused the hope of other people who share your goals and objectives.

This organization will succeed, I believe, because its philosophy is rooted deeply in the tradition of our country. The two-party system is not required in our national Constitution or the North

Carolina Constitution. But political scientists and historians agree that the vitality of the American two-party system has been one of the foremost reasons our country has succeeded where other attempts at democratic government have faltered.

You reject the notion of one-party rule. As one who has spent his adult life working to establish a two-party system in North Carolina, I don't have to stand here tonight and tell you why I agree with you. You also reject the idea that minorities should form a separate political party. You have seen where others have failed when they tried to form new parties limited to certain groups or narrow philosophies. You recognize the futility of such movements.

By your presence here, by your interest in this new organization, you are telling North Carolina and the nation that you believe our system of politics and government can and will work. You are saying that you are not satisfied, but you also are saying that you will work within this system. You have created a new political committee. But your goal is not just better politics; it is better government and a better state for all North Carolinians.

Your objective, like mine, is to see government in North Carolina become a government for all the people. Your hope, like mine, is to build a government that is truly responsive to the needs and aspirations of all the people. Your leaders, like the leaders of my administration, have rolled up their shirtsleeves and gone to work to make these hopes and dreams a reality.

Upon taking office in January, I set out to build, or rebuild, confidence in our state government. I am not going to stand here before you tonight and say that after less than five months in office we have done the job. But I will say that I believe a beginning has been made. I think we have demonstrated that we intend to open our doors to the people—all the people. I think we are showing that we care about people—regardless of their race, age, sex, party membership, place of residence, or status of income.

But I know, as you know, that no government, no political party, no organization, and no elected official can have the confidence of the people until that confidence has been earned. I believe that North Carolinians are optimistic people. I believe that most of them truly feel that their hopes are not false hopes and that their dreams are not impossible dreams. But I also believe that most North Carolinians are realists. Many of our citizens know they have not been given a fair shake or a full chance by their government. They are not interested in hearing promises from politicians. They are interested in political leaders who see them as people to be served, not

as numbers in a ballot box. These people want to get involved in their government and in the political process. It is up to those of us in government to get them involved.

You have been involved. You have concrete plans to involve others. That's what participatory democracy is all about. I commend you and wish you well. You are offering us an opportunity to prove that we deserve the support of many other North Carolinians. I welcome this opportunity.

ANNOUNCEMENT ON GREAT DISMAL SWAMP, ENO RIVER STATE PARK

JUNE 15, 1973

[The Holshouser administration had a keen interest in development of the state parks system. The announcement on the Great Dismal Swamp and Eno River State Parks was further indication of this interest.]

This year our administration made expansion of the state parks system one of our top priorities. The General Assembly responded to this urgent need by appropriating $16.5 million for the purchase of land for state parks, by far the largest sum ever allocated for this purpose. We are grateful to the legislature. Its action provides us with a major thrust as we seek to make our state parks system one that will serve the needs of all North Carolinians in the years ahead.

Today it is my pleasure to announce two major steps in our state parks expansion program. First, the state of North Carolina will purchase 6,800 acres of the Great Dismal Swamp in northeastern North Carolina for inclusion in the parks system. Second, we are going to take the necessary steps to establish a state park along the Eno River near Durham.

The Dismal Swamp acreage will cost approximately $1.3 million. Upon approval of our application to the U.S. Department of Interior, Federal Land and Water Conservation Fund dollars will be matched with state dollars on a 50-50 basis for purchase of the Dismal Swamp property. We will purchase the land from the Nature Conservancy, which earlier today executed its options on the land. I want to thank the Department of Interior and the Nature Conservancy for their participation and their help in transforming what has been a dream for many years into a reality.

The Dismal Swamp, as many of you know, is one of the few areas in the southeastern United States where large tracts of Atlantic

white cedar still exist. Living within the area are numerous species of wild animals and plants, some of which are classified as endangered species. Most of the area to be included in the state park will be left in its natural condition. We are truly fortunate to obtain this unique area to preserve as a legacy to future generations of North Carolinians.

We also are talking with the Department of Interior in the hope of working out means to purchase another 6,574 acres of the Dismal Swamp. I am particularly encouraged by the recent passage of a bill by the U.S. House of Representatives to establish a national wildlife refuge in the swamp. The bill still must clear the Senate and must be backed by appropriations, but we feel this is a major first step toward preservation of the remaining portions of this unique area.[1]

Preservation of natural areas is one role of our state parks system. Another is to provide use of our state's natural resources for the recreation and enjoyment of our people. We will do just that with the Eno River Park. This park has been talked about for the past several years. We are now moving forward to make it a reality. Approximately $300,000 of the General Assembly appropriation will be used for purchase of land for this park. We have applied to the Bureau of Outdoor Recreation within the Department of Interior for an additional $141,650 to assist in the purchase of land.

The Nature Conservancy has four pieces of land in Orange County it has either purchased or received through gifts which will be transferred to the state upon our financial commitment. We also are working with the city of Durham in hopes of establishing a city-state park along a 20-mile stretch of the river from Lawrence Road in Orange County to the upper waters of the proposed Falls Reservoir at Old Oxford Road in Durham County. The city of Durham is to be congratulated for its foresight in purchasing a great deal of land along the river necessary for a park.

The Eno is an ideal area for a park. The river offers outstanding canoeing opportunities. Other areas along the river lend themselves to such activities as picnicking, camping, hiking, horseback riding, and perhaps swimming. The Eno River Park also will serve as a green buffer against continued urban sprawl. We are seeing once again that state parks seem to bring out the best in people, agencies, and all levels of government. I especially want to thank the Nature Conservancy and the Department of Interior, not only for their assistance with these two parks, but for everything else they have done for this state.

I think we are seeing an end to the hat-in-hand days for the state parks system in North Carolina. But we cannot rest on our laurels. Land costs continue to rise. Inflation will erode the appropriation just made by the legislature before it is spent. For these reasons and others we introduced the Land Conservancy Bill during the past session of the legislature. This plan will give us a continued means of funding for state parks as well as flexibility to purchase land for parks as it becomes available. I hope this plan will be approved when the legislature reconvenes in January.[2]

I guess it has become expected of new governors to talk in terms of "new eras." But in this case I believe the facts bear me out—today *is* the beginning of a new era in state parks. We are going to have the means to take careful, yet giant leaps forward toward providing the people of this state, rich or poor, a place to get away from it all, whether for recreation, relaxation, research, or reflection.

I know each of us here today will work toward that goal.

[1]Pub. Law 93-402, "An Act to establish the Great Dismal Swamp National Wildlife Refuge," was passed August 30, 1974, a little over a year after these remarks were made. The acreage included was located in Virginia and North Carolina and was to be administered in accordance with the National Wildlife Refuge System Administration Act of 1966 (16 U.S.C. 668dd-668ee). The act authorized appropriations of not over $1 million for the fiscal year ending June 30, 1975; not over $3 million for that ending June 30, 1976; and not over $3 million for that ending June 30, 1977.

[2]For discussion of the North Carolina Land Conservancy Corporation and its creation, see statement of April 19, 1973, "On North Carolina Land Conservancy Corporation Act."

SUMMARY OF REMARKS AT DEDICATION OF BONNIE E. CONE UNIVERSITY CENTER UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE

CHARLOTTE, JUNE 29, 1973

[During the ceremony at which Governor Holshouser spoke, Charlotte lawyer Thomas Lockart announced the foundation of the Bonnie E. Cone merit scholarship program, which was made possible by a gift of $100,000 from the estate of Charles E. Stone of Charlotte. It was explained that a minimum of $1,500 would be made available to recipients of these scholarships. First winners were J. Sidney Ballentine and Sally Lawing, both of Charlotte.]

Governor Holshouser, the featured speaker when the Bonnie E. Cone University Center was dedicated at the University of North Carolina at Charlotte, paid respect to Miss Cone[1] as a leader and a builder of the Charlotte University. He quoted a mutual friend who had called her "North Carolina's most loved and respected woman." The governor noted, "With her vision, her dedication, her brilliance, she could have succeeded in anything she tried. She could have achieved fame and fortune, if that was what she had wanted." He continued by saying that these were not her goals; she built a university, worked to make her dreams come true, and devoted her life to providing educational opportunities for others. The governor paid tribute to the love she had for her city, state, profession, and fellowman. He noted that her courage, vision, and perseverance, had been an inspiration to everyone. He predicted that the University of North Carolina at Charlotte would continue to move forward, and he concluded by saying that she "never meant to build a monument, but didn't she build a grand one?"

[1]Bonnie Ethel Cone (1907-), educational administrator of Charlotte; native of South Carolina; B.S., Coker College; A.M., Duke; former teacher; affiliated with Charlotte College since 1946, becoming president and serving in that position, 1961-1965; acting chancellor, University of North Carolina at Charlotte, 1965-1966; became vice-chancellor for student affairs and community relations in 1966; after leaving this post, accepted a part-time position in the development program at the university and in the University of North Carolina at Charlotte Foundation. William S. Powell (ed.), *North Carolina Lives: The Tar Heel Who's Who* (Hopkinsville, Kentucky: Historical Record Association, 1962), 276; *Who's Who of American Women, 1974-1975* (Chicago: Marquis Who's Who, Inc., 8th edition, 1973), 186, hereinafter cited as *Who's Who of American Women, 1974-1975*; *Charlotte Observer,* June 30, 1973; Motor Vehicles information.

STATE RURAL DEVELOPMENT CONFERENCE LUNCHEON

JULY 11, 1973

[Speaking at the North Carolina State University Faculty Club, Governor Holshouser discussed several areas in which efforts were being made to improve the lot of people living in the rural sections of North Carolina.]

It used to be, years ago, that anything which had the word "rural" attached to it was viewed in narrow terms. It applied to farmers, to country folks. Anything "rural" was supposed to be of little concern to anybody else. But now all of us know that we no longer can separate "rural problems" from the problems of our

state and our society as a whole. As President Nixon said a couple of years ago, rural America "needs to be dealt with, not as a separate nation, but as part of an overall growth policy for America." Nowhere is this more true than in North Carolina. Our state is growing rapidly, but much of our population still lives in small towns and on the farm. Thus what we do in the way of rural development goes to the very heart of what our state is all about and where it will go in the future.

When we talk about "rural development," what we are really talking about is what we are going to do to make our state livable and prosperous in the years and decades ahead. What we do about developing and protecting our rural areas will go a long way toward determining the fate of all our people, including those in our cities.

But this committee's accomplishments have gone far beyond that. I have been greatly impressed upon reading about your activities and those of the local committees. You have no powers to make or carry out policies, but you have proven your value in pointing the way for governments and citizens to take the appropriate actions. You have involved hundreds of citizens and experts in various fields in your studies and your other endeavors.

For example, take the three major state task forces that you have working at the present time. The areas on which they are focusing attention—environment, rural health, and rural housing—are among the most urgent and complex matters facing our state today. It goes without saying that many of the matters which you have assigned top priority rate at the top of this administration's priority list, too.

As you know, I consider the shortage of medical care in many rural areas and small towns as one of the most serious problems facing North Carolina. If we are to halt the flow of our rural and small town families to the cities, one of the first things we must do is help them get adequate medical care in their own communities. At my request the 1973 General Assembly provided funds to make a modest, but strong, beginning in a new rural health clinic program. This program is designed to bring primary medical care to areas where doctors are in short supply.

We are hearing much talk about establishing a new medical school at East Carolina University or expanding the medical school at Chapel Hill. But experience in other states has clearly shown that training more doctors, no matter where that training takes place, will not mean we will have more doctors in rural areas. We

will not solve this problem as long as doctors continue to concentrate in large cities. Legislation was passed this year providing incentives for doctors to locate in rural areas, but this approach has limitations.

A little over three years ago, President Nixon received a report from his Task Force on Rural Development. That report was entitled *A New Life for the Country*.[1] Significantly, it devoted considerable attention to the plight of the nation's major cities—their crime, congestion, and pollution. It made the point that if our cities are to survive, the migration of rural residents to the urban centers had to be stopped or at least slowed down. In other words, "rural development" was the hope of the nation and had to be given a top priority in all our future efforts. This report, and the president's response to it, led to the establishment of committees such as this one. Your group, in turn, helped create local committees in all of our counties, all concerned with promoting and assisting rural development.

Just what is rural development? Dr. W. D. Toussaint,[2] a distinguished economist here at North Carolina State, provided as good a definition as I have seen. "The purpose of rural development," he wrote, "is to create job opportunities and increase income, improve community facilities and services, and provide for a better quality of living in rural America."[3]

All of us here, those of you on the North Carolina Rural Development Committee and your guests, have a role in making these objectives a reality. Most of you work for state or federal agencies. Through serving together on the committee, and by attending conferences such as this one, you have found that many of you are seeking the same solutions to the same problems. If nothing else, this program has been of value in bringing about greater coordination and cooperation among agencies on all levels of government.

Rural health clinics may not solve the problem alone. But their potential already has been demonstrated dramatically by pilot programs undertaken in a few North Carolina communities under federal grants. Our new state clinic program has been established in the Department of Human Resources under the direction of an able young man, James Bernstein.[4] I was happy to learn yesterday that Jim had been named to your Task Force on Rural Health. I believe that he will benefit from serving on this panel and that you will benefit from his input. As you probably know, our goal is to establish fifteen rural health clinics within the biennium. To bring you up to date, Mr. Bernstein's timetable now calls for five sites to

be chosen by the end of next month, five more by the end of 1973, and the remaining five by the spring of next year. I am proud to say that North Carolina will be the first state to develop a comprehensive rural health program[5] for an entire state.

I also believe that we are well on the way to completion of an environmental protection program in North Carolina that will be the envy of the nation. We have presented to the General Assembly legislation calling for coastal management[6] and mountain area management[7] as well as a bill to start us on the way to statewide land-use planning.[8] We have come a long way in arming ourselves with the weapons we need to guard our environment, but there are still miles of rough road ahead.

I was most impressed by the broad mandate that you gave to your Task Force on Rural Environment and by its broadly based membership. I am sure that its work in identifying our major environmental problems and the strategies it recommends to solve or alleviate these problems will be of great value to those of us in government who have this responsibility.

We also are looking forward with considerable hope and anticipation to future recommendations of your Task Force on Rural Housing. As you know, the North Carolina Housing Corporation has been phased out. But for many of our citizens the need for sound and sanitary housing remains, as does our interest in filling that need. We are looking for new approaches to this problem; perhaps your task force will show us the way.

As I mentioned earlier, rural development means many things. It means providing clean and adequate water supplies and waste water treatment facilities. Your committee's work was a major factor in the passage of the $150 million State Clean Water Bond Act by the voters last year. Now $32 million of those funds is being held up because of changes in federal regulations. The legislature has authorized a referendum this coming November asking the voters to free these funds. I urge you to support a "yes" vote on that question so that more communities can benefit from this program.

In recent years we have recognized the advantages of regional approaches to various programs. A good example of the value of decentralization is in the field of mental health. We now have forty-two regional mental health centers, providing care to our citizens in their own or nearby communities. Complex state and federal regulations mean that more and more small communities look to the state for help in planning. The State Division of Community

Services provides this assistance to communities under 50,000 population. This division will provide planning assistance to nearly 100 communities this year.

Another example where state and local funds are being combined to help our communities is in the area of law enforcement. During this year the Governor's Committee on Law and Order will award over $13 million in grants to upgrade law enforcement programs in the state. Another substantial boost to the quality of law enforcement in many communities will be provided by the legislature's appropriation of funds to raise the salaries of all police and sheriff's officers to a minimum level.

There are many other things I could talk about relative to the subject at hand: our public school efforts, our community colleges and technical institutes and the vital role they are playing and our desire to link all our communities with an adequate highway system. But if there is one single thing that holds the key to the future vitality of our rural areas and small towns, it can be summed up in one word—jobs.

In most cases, this means attracting industry. This is a difficult assignment in some ways, because it means that the industry we bring to our small towns and rural areas must be the type that will not endanger the very environmental advantages that make living in these areas attractive and desirable. But it can be done. One way we are doing this is through the Governor's Award program. This program encourages towns to take a series of steps to make themselves attractive to industrial prospects. Since it was begun about three years ago, seventy-one communities have been designated award-winning towns. Of these seventy-one, forty-five have gained either a new plant or the expansion of an existing industry. These communities have added more than 9,000 new jobs.

We must continue not only this program but all possible efforts to bring into our rural and small-town areas the type of industry that will pay people good wages while showing consideration and appreciation for the environment.

And finally, let us not forget that when we talk about rural development in North Carolina, we are still talking largely about farming and farmers. Our farming population may be declining, but agriculture and the vast array of business it supports remain at the core of our economy. We must do everything in our power to help our farmers cope with their problems.

For example, in just the last several weeks, there have been two developments which could seriously harm large segments of our

farm population. First, of course, is the shortage of oil used by our tobacco growers to cure their tobacco. Yesterday I began making contacts, both inside and outside the federal government, in an effort to obtain the oil supply they will need this year. The other danger comes from a proposed new U.S. Department of Labor regulation designed to help protect farm workers from pesticide poisoning by preventing them from reentering fields or orchards for specified lengths of time after spraying. Experts here at North Carolina State told us that their studies indicate this new standard is not necessary for the protection of farm workers in this state. I am also told that it could result in financial loss to our tobacco, apple, peach, and grape producers. I met a few weeks ago with the assistant secretary of labor responsible for this program. Since then, the regulation has been substantially eased. I am hopeful that it can be modified further and that a satisfactory solution can be reached.

In closing, let me say this. In North Carolina we are fortunate, more fortunate than many of our sister states. We are urbanizing, but we are not yet overcome by it. We have large cities that are not yet too large. We have small towns which still retain their vitality. We have proud farmers determined to continue making their living from the land. There is no reason that we cannot keep it this way for generations to come. It's up to us to do it.

[1][Mrs. Haven Smith, chairman, The President's Task Force on Rural Development, drafted by Claude W. Gifford], *A New Life for the Country: The Report of the President's Task Force on Rural Development* [Washington: U.S. Government Printing Office], 1970.

[2]William D. Toussaint (1927-), economist, native of North Dakota; B.S., North Dakota State University; M.S. and Ph.D., Iowa State University; member of faculty, North Carolina State University, since 1954, becoming head, Department of Economics and Business, 1967. Information furnished in telephone interview by personnel in office of Dr. Toussaint with Memory F. Mitchell, March 20, 1975.

[3]W. D. Toussaint, "Rural Development in North Carolina: the economic perspective," *Planning for Progress,* V (Summer, 1972), 4.

[4]James D. Bernstein (1942-), from Chapel Hill; B.A., Johns Hopkins; Master of Hospital Administration, University of Michigan; Peace Corps volunteer in Morocco, 1964-1966; various hospital and health-related posts prior to becoming chief of the Office of Rural Health Services, Department of Human Resources, 1973. Information furnished by office of Mr. Bernstein to Memory F. Mitchell, August 4, 1975.

[5]The 1973 General Assembly appropriated $456,000 from the General Fund "for the establishment and operation, within the Department [of Human Resources], of a Rural Community Health Assistance Division and for the carrying out of the lawful programs of that division." The sum was appropriated for fiscal 1973-1974. *N. C. Session Laws, 1973, First Session,* c. 627.

[6]See Chapter 1284, "An Act Relating to Management of the Coastal Area of North Carolina," which amended G.S. 113A by adding a new article, entitled "Coastal Area Management," *N.C. Session Laws, 1973, Second Session, 1974;* and see also Chapter 1232, "An

Act to Appropriate Funds to Implement the Coastal Area Management Act of 1974." The sum of $200,000 was appropriated to implement this act, including provisions for local planning grants as well as administrative expenses; the money was appropriated to the Department of Natural and Economic Resources.

[7]S.B. 973, relating to management of the mountain area of North Carolina, was introduced on January 17, 1974, and referred to the Committee on Natural and Economic Resources. The bill itself was not enacted into law, but $20,000 was appropriated to the Department of Natural and Economic Resources to provide funds for demonstration grants for local and regional planning in the area. See *N.C. Senate Journal, 1973, Second Session, 1974,* 13; *N.C. Session Laws, 1973, Second Session, 1974,* c. 1404.

[8]Chapter 1306, *N.C. Session Laws, 1973, Second Session, 1974,* "An Act to Create a State Land Policy Council to Develop a State Policy with Respect to Land Use and Land Management," added a new article to G.S. 143 to be known as the "Land Policy Act of 1974." This is Article 55 of Chapter 143 of the General Statutes.

KINDERGARTEN-EARLY CHILDHOOD STATE DEVELOPMENT INSTITUTE

LAURINBURG, JULY 12, 1973

[The following speech was given at a meeting held at St. Andrew's College. The expansion of the kindergarten program in North Carolina was a major accomplishment in the field of education during the Holshouser years.]

These are exciting times for public education in North Carolina. And you are right in the midst of this excitement. The General Assembly gave public education a ringing endorsement this year. Few legislatures have done more to advance this cause. But of all the accomplishments made, none is more significant than the legislature's decision that we will have a statewide kindergarten system.[1] This decision places us on the threshold of one of the most far-reaching breakthroughs in education that has taken place in this state in years.

Under this legislation the small pilot kindergarten program that we have operated since 1969 will be substantially expanded immediately. From 149 classes involving about 3,400 five-year-olds, we will go this fall to 685 classes accommodating more than 15,750 children. But the legislature went even further. It established, by law, that a program for all five-year-old children in the state will be available by the fall of 1978. Attendance for these children will not be mandatory, but all school systems in the state will be required to operate kindergartens.

Over the years North Carolinians have ranked among the lowest in the nation as a group on the basis of such measurements as

military aptitude tests. Our school dropout rate has been one of the highest. Our decision to operate a statewide kindergarten system is one of the most positive steps we could take to reverse this record. Tests have shown conclusively that children who attend kindergarten achieve better results in the classroom. We would not be where we are today were it not for the demonstrated success of our pilot kindergarten classes. For that success we owe a great debt to those of you who taught these classes and participated otherwise in this program.

But just as exciting as the establishment of a kindergarten system itself is the entire concept of early childhood education of which it is a part. We are not just adding kindergartens, we are establishing them as an integral part of the primary grades. You, as professionals, are looking at a child's early years of schooling as a continuous progress program that begins when he enters kindergarten. Furthermore, you are working to make these programs "child-centered"—building them around a way a child grows and learns. I have visited some of the pilot classrooms. I have seen what you are doing, the changes that are taking place. There may be some problems, for nothing is perfect, but I have been impressed with much of what I have seen in these classrooms.

The success of any instruction program, of course, depends on having qualified, highly motivated, and well-trained teachers. That is the challenge before us as we enter this new era. Until now, staff development or in-service training has been provided by our state department staff. Now you—the classroom teachers, administrators, and aides who have participated in kindergarten and early childhood instruction—are being given special training here so that you, in turn, can take this training to other teachers for our new kindergartens across the state. Yes, the key to these exciting new programs is in your hands. But that does not mean we expect you to do the job alone. It requires the full cooperation of other state agencies who have assistance roles to perform. And it requires the help and support of every citizen in North Carolina.

I would like to offer a personal challenge today to several particular groups. To those involved in business and industry, I ask continued active support. To the staff of our teacher training institutes, I urge total involvement. To local boards of education, I ask full support of the staff development program and to the classroom teachers implementing these new concepts. Finally, to parents all across the state, I ask that they not only support the

Early Childhood Program, but that they exercise patience until the program is available to all of our five-year-olds.

We are beginning a new educational adventure in North Carolina. I'm excited about it, and I am sure you are, too. We are trying some new things; some of them may not work. But nothing great is ever accomplished by those who are unwilling to try the new or to dare to change.

You have my support, my encouragement, and my best wishes.

[1]"An Act to Establish Statewide Public Kindergarten Programs in All County and City School Administrative Units," added Article 45, "Kindergartens," to Chapter 115 of the General Statutes. The act was ratified May 18 and was to be effective July 1, 1973. *N.C. Session Laws, 1973, First Session, 1973,* c. 603.

STATEMENT ON RESIGNATION OF V. LEE BOUNDS

JULY 17, 1973

[The resignation of Bounds, nationally known as a professional in the field of correction, caused much comment throughout North Carolina. As late as February 16, 1976, the *Fayetteville Observer,* in an editorial on the problems and cost resulting from state government reorganization, reminded readers of the Bounds departure from state government, saying that he had been "ousted as head of the state prisons department by Governor Holshouser's purely political appointee to the new post of secretary of correction, businessman David Jones of Fayetteville." There was undoubtedly conflict between Jones and Bounds prior to the time of the following announcement.]

I have today regretfully asked Mr. David Jones,[1] secretary of social rehabilitation and control, to accept the resignation of Mr. Lee Bounds[2] as commissioner of correction.

Mr. Bounds and I have discussed his position as commissioner at length at the Executive Mansion today. I have also discussed the matter with Mr. Jones.

Mr. Bounds has rendered the people of North Carolina fine service with his innovative ideas during his tenure as commissioner, and we wish him well. He and I have discussed possible replacements, both in and out of North Carolina, and I have instructed Secretary Jones to begin an immediate search for a new commissioner. I have also asked Mr. Jones to name an acting commissioner as soon as possible.

[1]David L. Jones (1935-), native of New Bern; businessman in Fayetteville; attended various management and business seminars; active in Republican party before being named secretary of the Department of Correction. *North Carolina Manual, 1975,* 569.

[2]Vernon Leland Bounds (1918-), educated, Universities of California and Virginia; LL.B., University of Virginia; World War II veteran; law teacher, professor of public law and government, Institute of Government, 1952-1965; director, University of North Carolina Training Center on Delinquency and Youth Crime, 1962-1965; named state commissioner of correction, 1965; joined faculty of UNC-CH after resignation. *North Carolina Manual, 1969,* 523-524; news release of Gov. Dan K. Moore, October 3, 1965; *News and Observer,* March 27, 1974.

ENERGY CRISIS STUDY COMMISSION

RALEIGH, JULY 17, 1973

[The opening meeting of the Energy Crisis Study Commission was held in the State Administration Building in Raleigh. The commission had been established by Resolution 108, "A Joint Resolution Establishing the Energy Crisis Study Commission," adopted by the 1973 General Assembly in its first session. It was made up of three members appointed by the speaker of the House of Representatives, three appointed by the lieutenant governor, and six appointed by the governor. The governor's appointees included one representative of the Liquid Petroleum Industry, one of the Natural Gas Industry, and one representative of the Electric Power Industry. The speaker and lieutenant governor were permitted, though not required, to appoint members of the General Assembly. The chairman was to be designated by the governor from one of his six appointees. The resolution provided that the commission would report to the General Assembly by January 30, 1974, and would then cease to exist. (*N.C. Session Laws, 1973, First Session,* Resolution 108, pp. 1409-1411.) The report of the Energy Crisis Study Commission, to be presented to the General Assembly in 1974, contained several sections and recommendations: (1) That an act be passed to grant the governor emergency powers to meet the energy crisis, and a recommended bill was proposed; (2), that a permanent State Energy Division be established in state government; (3), that the North Carolina Energy Council be appointed to succeed the Energy Crisis Study Commission in advising the State Energy Division; and (4), that action on state power plant siting legislation be deferred until the federal government's position was clarified. See VII, "Commission Recommendations," in [Archibald Y. Beal], *Report of the Energy Crisis Study Commission to the General Assembly of North Carolina* (Raleigh: State Legislative Building, January, 1974). The General Assembly, at its second session, which met in the spring of 1974, enacted into law "An Act to Establish an Energy Division in the Department of Military and Veterans' Affairs," effective upon ratification, April 10. See *N.C. Session Laws, 1973, Second Session,* 1253.]

Your service on this commission may prove to be the greatest contribution you will make to this state in your lifetime. Of course, we all wish that there were no need for this commission. But there *is* a problem to be faced, and all the wishing in the world won't make it go away. It is a *serious* problem, one that affects each and every person in North Carolina. It is a problem that is threatening to reach crisis proportions if it hasn't already.

Just how serious is it? That question is part of your assignment. What can we do about it? We could just wait for Washington to give us the answers. Since the energy problem is national in scope, indeed international, some of the answers must come from outside our state.

But the General Assembly has recognized that the state also has a responsibility to face up to this problem. It recognized that there are things we can and *must* do to meet our own energy needs, now and in the future, to help keep catastrophe from our door. In creating this commission and giving it broad, but specific responsibilities, the legislature determined that it was not a time for panic but a time for swiftly gathering the facts, carefully analyzing them, thoughtfully appraising our responses to them, and wherever possible decisively acting upon them.

I wholeheartedly endorsed that legislation. In addition, while awaiting its outcome, I formed a special task force of cabinet secretaries to begin looking into the energy situation. Its findings so far have underscored the need for a full, properly financed and staffed study embracing all aspects of the problem. The cabinet-level panel will continue to be active, but it will function as an integral part of this commission's work. Along with all of state government, it stands ready to assist you in the weeks ahead. This unified approach will be further aided by having General John Tolson[1] serving as chairman of both this commission and the task force.

One of the first priorities, it seems to me, will be to compile a complete inventory of North Carolina's energy needs including the needs of our schools, our hospitals, our industrial complexes, our farmers, and our governmental operations. We *could* move immediately to direct a series of measures, voluntary or involuntary, designed to reduce energy consumption. We may yet have to do that at some point, but let's first determine just what the facts are.

We also want to stay in close contact with the new energy office in Washington. We hear a lot of speculation that the federal government will impose some form of mandatory controls or energy supply allocations. I believe that we should be prepared for that



Supreme Court Justice Carlisle Wallace Higgins, center, administered the oath of office to Secretary of Military and Veterans Affairs John Jarvis Tolson III, right. They were pictured with the governor just after Tolson had taken the oath. (Photograph courtesy of Clay Nolen, Department of Natural and Economic Resources.)

possibility in the near future. In the meantime we should be preparing ourselves to direct the energy resources at our disposal to their best and most urgent uses.

We already are seeing that North Carolina has some special fuel problems. For example, we have been working hard to make sure our tobacco farmers have enough fuel to cure what appears to be a record crop this year. You probably will be hearing more about that situation later in this meeting. We at the state level must also be concerned about the dozens of independent gasoline dealers who are having to close their service station doors because of an inability to get gasoline supplies. It is estimated that 60 percent of our service stations are independents, that is, unaffiliated with the major oil companies. This is one of the highest percentage of independent stations in the country.

There has also been the fear that some of our schools could possibly have to shut down next winter for lack of heating fuel. Efforts to stockpile fuel for the schools already have begun and thus far appear to be successful. State government is already at work

with these problems. But this commission has the specific responsibility to look beyond the immediate problems and the short-range solutions. Part of your job also is to search for long-range measures that will help us meet our energy demands for years to come.

We are the only state on the Eastern Seaboard that does not have a major oil refinery either in operation or announced. Should we begin moving now to obtain refining operations that will fill North Carolina's needs *first*? What about the new sources of electrical energy we hear so much about, such as nuclear generating plants? Are they a necessary part of the solution? If so, how soon and to what extent will we need such facilities? These are samples of the questions we face.

This commission's creation is a prime example of state government taking the lead to seek its own solutions. It is a blue-ribbon commission in the true sense of that overused phrase. You are a group to which our people can look with the greatest confidence and respect. The Council of State has recognized the importance of your assignment and has already approved funds for staff assistance and other expenses of the commission.

We all realize, I am sure, that we are just making a beginning today, a beginning of a monumental task that will not end when you file your report with the legislature next January. We already know that the energy crisis is not going to end next month or even next year. It's going to be with us for a long, long time. I'm already confident that your research will show that we should establish a full-time energy office within state government to fight this battle on a continuing basis.

I urge you to take your responsibility in the most serious way. You have been given the opportunity to serve this state in a way that could have a major impact on all our people for many years to come. Your work may well determine whether we are entering one of our most desperate hours or one of our finest. You have my full support as you work to meet this challenge.

[1]John Jarvis Tolson (1915-), native of New Bern; B.S., U.S. Military Academy; army career, with overseas service during World War II and Vietnam War; major military posts in U.S. just preceding his appointment as secretary of military and veterans' affairs; served as deputy commanding general, United States Continental Army Command, Fort Monroe, Virginia. News release of Governor Holshouser, March 2, 1973; *North Carolina Manual, 1975,* 619.

CENTRALINA COUNCIL OF GOVERNMENTS

ABOARD THE *Outrigger* ON LAKE NORMAN, JULY 18, 1973

[The Centralina Council of Governments, composed of eight counties, was one of seventeen regional organizations in North Carolina. Persons attending the convention boarded the privately owned *Outrigger*, which was outfitted so that passengers could enjoy recreation and food as well as use adequate space for meetings.]

There's a story they tell about Vice-President Agnew[1] making one of his stirring speeches. Holding his audience spellbound, the vice-president supposedly concluded with the words: "Ladies and gentlemen, we have only three "isms" to fear in this country. . . Communism, Socialism—and Journalism!" One moral of that story, I suppose, is that journalists must accept the blame for coining so many "isms" as a short-cut way to describe every movement that comes along.

But I think there also is a deeper message hidden within that little joke. Many "isms" *do* have a frightening sound. Many of them *do* have an ominous ring. Some *are* dangerous and evil. Some "isms" burst upon the scene with a loud explosion then fade away into oblivion. Others take a permanent place in our dictionaries. Fifteen years ago few people outside of urban planners had heard the term "regionalism." Even as recently as five years ago, when your Centralina Council of Governments was formed, regionalism was still something "new."

Yes, this "ism" struck fear in some hearts, too. There were those who felt it was a tool to force local governments into merger or consolidation. They feared it would cause their counties or their towns to lose their identities and their ability to make independent decisions. Some thought it was just another way for the federal government or the state government to impose its will on local governments, moving more important decisions further away from the people.

There were others who favored the concept but doubted that it would ever work. They did not believe local governments could be convinced that it was in their best interest to work together and plan on a regional, cooperative basis. These doubters felt that regionalism was just another fad, a passing fancy, a noble experiment.

I think you will agree with me tonight that those who feared regionalism and those who doubted it were wrong. They have been

shown that regional organizations are not new levels of government; they are associations of existing governments organized to solve common problems through cooperation. There are examples where there is friction, but by and large local governments are demonstrating that they can work together in this way. Regionalism is no longer just the "new wave of the future." It is no longer just an experiment. It is here to stay—a useful, maybe even necessary, means of assuring sound planning and wise, efficient use of our resources, including our tax dollars.

Today our entire state is divided into seventeen regional organizations.[2] These include eleven councils of governments and six regional planning and development commissions. State and federal agencies are working well with the regions in North Carolina. Through a questionnaire distributed in the spring of 1972, it was found that eighty-five state departments and agencies had divided the state for various reasons. Of these, forty-one agencies and departments were utilizing the seventeen official regions.

On the federal level, the Office of Management and Budget has encouraged all federal agencies to recognize and utilize official regions. And on the local level, there is increasing evidence that the regional plan is well accepted by county and municipal governments.

All regions except one have 100 percent representation by the counties. All of our cities with a population of 10,000 or more have joined their respective regional organizations, and only six towns with more than 5,000 population are not members.

Looking at the national picture, we find that thirty-nine states have established official, multicounty regions. Another five states are moving toward establishment of a uniform system of regions. Today there are over 6,000 regional organizations in the United States, encompassing 90 percent of the nation's population and 65 percent of its land area. Only 10 percent of these organizations existed prior to 1960, and 60 percent of them have been formed since 1966.

For proof of the effectiveness and value of regionalism, you don't have to look beyond your organization here. The Centralina Council of Governments serves almost 1 million people, making it the second largest regional organization in the state.

It is unique in that it encompasses North Carolina's largest city and in that it borders the populous Piedmont area of South Carolina. Both of these factors greatly influence the growth and development of the region. You could have become bogged down in

rivalries, in jealousy and bickering between the big city and the other units, the biggest county and the smaller ones. But you have chosen instead to use this council as a vehicle for cooperation to solve your mutual problems.

I have been impressed by some of the innovative programs you have under way, such as the demonstration project to provide a "roving" city manager to serve several of the participating towns which couldn't otherwise afford professional management services. You've joined the councils in three other regions to establish a committee to study the water and sewer needs in the basins of the Catawba and Yadkin rivers. These are good examples of what regionalism is all about—changing the pattern of governmental responses to meet changing needs; local governments working together to solve problems that couldn't be solved individually.

No longer can we think of our community as being isolated from neighboring communities or from our state as a whole. The waste we place in a river may spoil the drinking water of a town downstream. The smoke we place in the air may choke the breathing of the people across the county line. In many cases we can't tell where one town's border ends and another begins. We are finding that we can provide better airports, better medical facilities, and many other services by pooling our resources on a regional basis. We have just begun to explore the full potential of this approach.

As we continue to urbanize and industrialize in North Carolina, the need for planning on a regional, even statewide, basis will grow at a rapidly increasing rate. In fact, it is obvious that we must begin soon to develop a statewide land-use plan. Our regional organizations provide us a strong foundation on which to build as we plan the North Carolina we want to leave to our children and grandchildren.

Here on the *Outrigger* this evening, I can't resist summing up with this thought: Regionalism came into being because there were people who were willing to rock the boat and try something new. We are now following the course they charted for us. Let us make the most of our voyage.

[1]Spiro Theodore Agnew (1918-), lawyer; educated, Johns Hopkins; LL.B., University of Baltimore; honorary degrees; World War II veteran; former claims adjuster with insurance firm and personnel director with food store company; active in Maryland politics, becoming governor of Maryland, 1967-1969; vice-president of United States, 1969-1973; resigned, 1973. *Who's Who in America, 1974-1975,* I, 23.

[2]The seventeen multicounty planning regions were established by executive order of Governor Robert W. Scott on May 7, 1970. For background of and a copy of this executive order, see Memory F. Mitchell (ed.), *Addresses and Public Papers of Robert Walter Scott, Governor of North Carolina, 1969-1973* (Raleigh: Division of Archives and History, Department of Cultural Resources, 1974), 520-522, hereinafter cited as Mitchell, *Addresses of Robert Walter Scott*.

NORTH CAROLINA COMMUNITY COLLEGE CONFERENCE

CHARLOTTE, JULY 25, 1973

[At a dinner session of the eighth annual Community College Conference, held at the Jefferson-First Union Tower in Charlotte, Governor Holshouser discussed the development of the community college and technical institute system in North Carolina. The contribution made by these institutions of higher learning had made a great impact on North Carolina, and the governor was quick to recognize their achievements.]

It has been ten years now since the General Assembly established the North Carolina Department of Community Colleges,[1] but how well I remember it. I was a new legislator in a new legislative building, and we were being called upon to help decide whether our state should embark upon a new educational venture. From my seat on the back row, I remember asking myself, "Can we afford to do this? Surely there will be tremendous costs involved down the road." Yet we soon realized that we couldn't afford *not* to take this step. We were simply fulfilling an obligation—an obligation to close a gap in our educational system and to provide continuing education opportunity for all North Carolinians, regardless of their achievement level, their career interests and talents, or their station in life.

The beginnings were modest. But our system of community colleges and technical institutes has developed rapidly into a vital element of our state's total educational effort. Within a few years, this system has brought low-cost, quality education within the reach of all who want it and can profit by it. It has grown to become the second largest community college/technical institute system in the nation in terms of number of students enrolled and number of institutions operating. And all this within a space of ten years.

As we enter a new decade, it's a good time to pause and take stock. We cannot afford to find ourselves in the position of Alice who, lost in the woods of Wonderland, happened upon the Cheshire Cat.

"Would you tell me, please," said Alice, "which way I ought to walk from here?"

"That depends a good deal on where you want to go to," the cat replied.

"I don't much care where," said Alice.

"Then," said the cat, "it doesn't matter which way you walk."[2]

Which way we go in community college education *does* matter. It matters a great deal. And what matters most is that we decide where we want to go, or perhaps more accurately, where we *must* go. I hope and believe that we will continue to go forward to do what the system was set up to do and to do it even better. I hope and believe that we will never lose sight of our basic mission. It is sometimes said that our two-year commuting institutions want to become four-year colleges and universities, and that all of our technical institutes are itching to add a college parallel program and thus become a community college. This should not be the case, and I am satisfied that it isn't the case.

Ben Fountain[3] and his associates see their duty clearly and are working to carry out their assigned mission within their assigned framework of responsibility. May this always be so. If we fail in our efforts to do what the community college/technical institute system was set up to do, it is not going to matter how many degrees we can give and what the "status" of a particular institution may be. Bringing education to all of the people, particularly in the area of productive skills, is the most important function we are going to have now and in the years ahead.

Just over a year ago, as a candidate for governor, I appeared before the presidents of the community colleges and technical institutes. As many of you here this evening will recall, I said then that the state was going to have to assume a greater role in carrying the burden of capital construction at your institutions.

When the General Assembly returned to Raleigh last January the outlook for capital improvement funds was not bright. The budget as recommended to the legislature contained not a dime of the building funds that your system requested. I made an initial recommendation of more than $15 million for the current fiscal year; and many members of the legislature also saw the obvious need, with the ultimate result being an appropriation of $25 million. This investment, along with appropriations made for other aspects of the program, will stand the community college system in good stead as it begins its second ten years.

Without this support, there was a real danger that the system's symbolic "open door" would have had to start swinging shut. The increased level of funding will enable us to flesh out, in a physical sense, the fifty-seven institutions already established. About one third of these institutions are still operating in make-do buildings—old motels, prisons, and abandoned public schoolhouses. The other two thirds have long since exceeded their rated capacity enrollment. So it seems to me that the building of a more solid physical footing should be one of our major objectives for the future.

A second major objective, one I think is of tremendous importance, is to strive for greater excellence in all of our programs, our offerings. I don't mean that we simply must have an abundant quantity of instruction. We also must have an abundance of quality of excellence in our instruction. Before closing, I would like to comment briefly on the theme of your conference here, "Management by Objectives." As you know we are now working on budget reform for state government. This reform will incorporate much of the incentive budgeting approach which is practiced by your Department of Community Colleges. I believe this approach has much to offer in terms of improved management. It provides for more equity in the distribution of state funds, and it provides an incentive to achieve stated objectives.

We hear the term "accountability" a lot these days. We hear it applied to all aspects of government. Especially, we hear it applied to education. What it means is that we who are in government or education have been given a stewardship by the people. The people give us their tax dollars, their young people, their trust. We are accountable to them to show that we spend their tax funds wisely, that we do what we say we are going to do, that we deliver to their children the kind of education we promise them.

In the coming years I believe that various steps may be taken to assure that our educational systems are accountable, whether they be the public schools, the community colleges and technical institutes, or the universities. This applies to programs, the quality of offerings I mentioned awhile ago. It applies to the quality of instruction our students receive. And it also applies to the simple management of our tax dollars.

Incentive formula budgeting is one way of providing for accountability, for stewardship. If a program achieves its objectives, then it is assured of budgetary support. If it does not, then it loses that support. This is simply sound management. The fact that you

are moving in this direction is in keeping with one of the major objectives of our administration: the efficient management of the public's business.

With the help of the North Carolina business community, we initiated early this year a state government efficiency study. This study of management practices in the executive branch of government was conducted by experts whose time was donated by their employers. It was financed entirely by corporate citizens across our state. The results will be ready this fall, and I have every confidence that the study will make a meaningful contribution to efficient and effective government.

There is no reason in the world why sound business management practices cannot be incorporated into the day-to-day operations of all parts of state government. There is no reason in the world why our citizens cannot get full value from the tax dollars they send to Raleigh. These things *can* be done, and we intend to prove it.

The fact that you are meeting here to discuss better management—management by objective—is a clear indication that you believe it can be done, too. I commend you for it, and I look forward to working with you as you take our community college and technical institute system into its second decade.

[1]"An Act to Promote and Encourage Education Beyond the High School in North Carolina," was ratified May 17, 1963, to be effective July 1, 1963. *N.C. Session Laws, 1963,* c. 448. See also *N.C. Session Laws, 1963,* cc. 956 and 1044, relative to appropriations for the new institutions.

[2]Lewis Carroll, *Alice in Wonderland* (San Rafael, California: Classic Press, Incorporated, 1969 [original edition published in 1865 under title *Alice's Adventures in Wonderland*], 42.

[3]Benjamin Eagles Fountain, Jr. (1929-), native of Rocky Mount, resident of Kinston; A.B., M.Ed., Ph.D., University of North Carolina at Chapel Hill; educator; former teacher and principal and later executive secretary, State School Boards Association, Chapel Hill; School of Education faculty, University of North Carolina at Chapel Hill; president, Lenoir Community College, 1965-1970; named director, Department of Community Colleges, by the State Board of Education. *North Carolina Manual, 1971,* 582-583.

SUMMARY OF SPEECH AT SOUTHEASTERN SENIOR CITIZENS CONFERENCE

LAKE JUNALUSKA, JULY 26, 1973

The Southeastern Senior Citizens Conference was cosponsored by the Lake Junaluska Methodist Assembly and the American Association of Retired People. The governor addressed the conferees, who came from states throughout the South, telling them

about some of the programs North Carolina had initiated for the benefit of its older citizens. His audience, he said, was made up of those who were active, relatively healthy, and with adequate incomes; many others were not so fortunate.

Retirement-age populations were increasing. In North Carolina persons over sixty-five made up more than 8 percent of the population, numbering over 414,000. From 1960 until 1970 the number of those over sixty-five increased by 33 percent compared with an overall population increase of 11 percent. Better health care led to longer lives, but many were finding themselves living at the poverty level and dependent on the state for financial aid.

The governor talked about care and living arrangements for the aged. He observed that many were in mental institutions, though they were not mentally ill, but reported that steps were being taken to change this situation in North Carolina. Governor Holshouser discussed plans his state was carrying out with regard to health services for the elderly; the Medicaid program; and the alleviation of the poverty problem which affected so many. He called on those who were active and healthy to volunteer their time to work with various programs designed to meet the needs of those less fortunate.

In closing, the governor said, "We often hear it said that our young people are our most precious resource. It is true, of course, that the young people are a great part of our hope for the future. But an equally precious resource is our older population. Our senior citizens have a wisdom that only experience and living in this world can bring. To waste this resource, to deny our young people the benefit of this wisdom gained through experience, would be the greatest disservice we could render them."

SUMMARY OF SPEECH TO DISTRICT IV LEADERS CONFERENCE AMERICAN INSTITUTE OF BANKING

RALEIGH, AUGUST 4, 1973

The governor spoke to the bankers at a breakfast meeting held at Raleigh's Hilton Inn. He commended them for their forward-looking approach, saying they worked for the betterment of their communities, were leaders, and were no longer regarded as operators of "cold-hearted institutions." The state, too, he added, was trying to prove to people that it could operate efficiently and still have a heart.

The governor cited several examples of progress in North Carolina. Efforts toward increased efficiency, the new budgeting procedure, and state government reorganization would show the citizens that "a new attitude of a dollar's value in services for a dollar's tax collected" was the order of the day. Government existed to do for people what they could not do for themselves, and its first responsibility was to provide a better life for its citizens.

A healthy economic growth along with protection of the environment was a pledge of the Holshouser years, the governor added. He gave examples of an improved economy, new industry, and trade missions to prove that the Tar Heel State was on the move. In closing, he expressed appreciation to the role of the state's "energetic, forward-looking, public-spirited banks."

HIGH POINT KIWANIS CLUB

HIGH POINT, AUGUST 10, 1973

[The Kiwanis Club met at the Top of the Mart in High Point for a luncheon meeting. The text given here, which includes alterations shown on the governor's reading copy of this speech, varies slightly from the press copy of the address.]

We Americans are known around the world as joiners. We're known as doers. We're known for our spirit of volunteerism. This spirit, I believe, is one of the things that has set our nation apart. We haven't expected government to do everything for us. When we saw a need, the first thing we tried to do was fill that need ourselves or through our voluntary organizations. We turned to government as a last resort.

Of course, as our society has grown larger and more complex, we have had to turn to government more and more. But that doesn't mean that our spirit of volunteerism isn't as strong as it ever was, or that our voluntary organizations have failed. In most cases it has been through these organizations, through people joining forces in a common cause that the pressing problems or unfilled needs have been brought to the attention of our lawmakers and leaders in government. This attitude, the attitude of seeing first what we can do ourselves without calling on government, is as much a part of our American heritage as our free enterprise system. In fact, they go hand in hand, as American as apple pie and ice cream.

Our nation is based on the ideal of each man pursuing his own goals and dreams within the limits of his capabilities, his deter-

mination, and his willingness to work. Together with this spirit of individual liberty and the right of each person to make the most of his talents and abilities, our nation is founded on the Judaic-Christian principle that no man is an island but that he *is* his brother's keeper and that he does have an obligation to his fellowman, especially those less fortunate that he is.

So Americans have banded together to accomplish in groups what we couldn't do individually. We worked through our churches. We formed charitable organizations to help the poor, the victim of natural disasters, the physically ill and handicapped. We formed the Rotary, Lions, Civitan, Exchange, Sertoma, Kiwanis clubs and the other civic organizations to serve as instruments for our natural American desire to contribute to our communities. At the forefront of these movements have been our business leaders, such as many of you in this room today. Down through the years leading practitioners of our free enterprise system, those who have been the most successful in working within that system, have shared their good fortune with others in so many, many ways.

We live in a time in which all of our institutions are being called into question. There are those who have the attitude that all businesses are cold-hearted institutions out to get the consumer. And yet we've seen enough to know better. We know that most of our businesses are and have been most concerned that they have the confidence of the consumer. In fact, that's just good business. We also know that there is much that government can learn from business. Of all our institutions, none has suffered more loss of public confidence than government; and none needs that confidence more.

There are many reasons for this. Government has become big, remote, wrapped in red tape. People have become accustomed to government that is inefficient and wasteful and seemingly unresponsive to their needs. The public has a right to be a little cynical. But I think we can prove them wrong. Just as business has proved again and again that it can have a heart and still be profitable, we want to demonstrate to our people that government can have a heart and still be efficient.

The people deserve no less. People want government that cares, government that is accountable to them. They want to know that the money they send to the government through taxes is treated with the same kind of care and gets the same kind of results as the dollars they contribute to a civic club sale of brooms, light bulbs, Kleenex, or whatever.

Shortly after we took office in January we formed the Governor's Efficiency Study Commission. The purpose of this commission was to take a look at the executive branch of our state government and recommend how it could be operated in a more efficient, businesslike way. This study hasn't cost the taxpayers a cent. In the long run it will save us millions of dollars. The state did not have to pay for this study because our business leaders once again demonstrated their civic responsibility. Leaders of the North Carolina business community, including many here in this area, contributed the money to pay for it and donated some of their top talent to conduct the study of departments and agencies.

The actual study has been completed. Within a few weeks we expect to receive the commission's report. We believe it will go hand in hand with our state government reorganization plan in making this government more responsible and better organized to meet the needs of our people. To carry this good management theme even further, we are moving with major budget reform that will equip us to evaluate more accurately the programs and services we are trying to provide for the people of North Carolina. A government that the people know is being operated with a minimum of waste and a maximum of efficiency will go a long way toward restoring public confidence. But the most smoothly operating, streamlined, economical government in the world is not fulfilling its obligation if it does not deliver the services and the programs that the people need and want.

The most efficient buggy maker in the United States went out of business after the advent of the automobile. Even the manufacturers of products that stay in demand know that they must constantly seek improvements if they expect to stay on top. So it is with government. We cannot allow ourselves to be trapped into thinking that just because a program has been funded and operated for years, it still is a program that the people demand or need. We must be willing to discard programs if they are not doing the job they are intended to do or if there is a better way to achieve the desired results. If there are better programs to help the poor, or to eliminate poverty, we must look for them. If we are not satisfied with the education our children are getting, we should provide better ways to educate them. If building more medical schools won't solve the shortage of medical care in rural areas, we should look for something that will.

Like business, those of us in government have a responsibility to provide a better product. *Unlike* business, we do not have the profit

to motivate us, nor do we have competing governments to force us to perform better. Thus, we must find our motivation and our impetus somewhere else. If there is to be war, let it begin here. Let it begin with me.[1] If we are to restore confidence in government and in our governmental leaders, this is where we must start. We must constantly remind ourselves that "public service" is just what it means—the opportunity to *serve* the public, the people. We should bring to government the same spirit of volunteerism, do-goodism if you will, that we bring to the civic club, the Red Cross, the United Fund, or the Boy Scouts.

We owe the people a government that is efficient and accountable, government that is responsive, government that cares about people. But above all else we've got to give our people government leaders in whom they know they can place their trust and their confidence. Any management practice can be improved; any government program can be questioned. But never should the public have to question these practices or these programs in terms of honesty and integrity.

Government that is efficient. Government that is responsive. Government that is guided by honesty and integrity. This should always be our goal—to make *our* government in North Carolina this kind of government.

[1]Governor Holshouser was paraphrasing John Parker's statement, "Stand your ground. Don't fire unless fired upon, but if they mean to have a war let it begin here!" Taken from "To his Minute Men at Lexington [April 19, 1775], quoted in John Bartlett, *Familiar Quotations: A collection of passages, phrases and proverbs traced to their sources in ancient and modern literature,* edited by Emily Morison Beck (Boston, Toronto: Little, Brown and Company, Fourteenth edition, revised and enlarged, 1968), 455, hereinafter cited as Bartlett, *Familiar Quotations.*

AMERICAN ASSOCIATION OF STATE COLLEGE AND UNIVERSITY PRESIDENTS

BOONE, AUGUST 12, 1973

[The American Association of State College and University Presidents met in the Continuing Education Center at Appalachian State University.]

As a boy growing up not far from this campus, I never dreamed I would be standing here someday speaking to a group of college and university presidents from all over the country. In fact, I'm finding it a little hard to believe now. I don't know exactly why you invited

me to speak to you, but I'm sure it's not to tell you how to run your institutions. For that matter, I probably could pick up some tips from you. There isn't that much difference, really, between being a college president and being a governor. We both have our various constituencies, our different publics, telling us how to do our jobs.

One of our outstanding university presidents once joked that he could solve all his problems if he could provide parking for the faculty, sex for the students, and football tickets for the alumni. I know you must wish sometimes that it were that simple. You do have a difficult job. But I am sure that you wouldn't trade it for any other job in the world. There is no world more stimulating, more invigorating, or more challenging than the world in which you live and work.

For many years the campus was viewed as a safe, secure place. For many years colleges and universities knew nothing but growth and expansion, prosperity and plenty. For many years, these institutions seemed to remain apart from the strife, the conflict, the struggles that gripped the world outside the ivy-covered walls. But in recent years, we have seen the problems of the "real world" come crashing through these hallowed walls, often with ugly force and tragic consequences. We have seen some of our campuses torn by dissension, violence, riot, and armed combat. The worst of that period has passed. Our campuses are quiet again. We no longer have a "crisis on the campus" in the terms of the 1960s.

But the challenge that now faces us—all of us concerned with the future of higher education—remains as great as it was when we were trying to figure out what to do about the occupation of campus buildings by dissident students. One college president recently told me: "The fact that there is no turmoil now doesn't mean that the students are happy. Instead of trying to change the schools, they're just getting their degrees and getting out."

But it isn't just the students who are questioning our institutions of higher education. The turmoil and strife of the sixties put our colleges and universities under a spotlight and exposed them to an array of critics anxious to air their viewpoints. As a statement by your own organization put it: "America's colleges and universities have recently been vigorously and often quite properly charged with a multitude of inadequacies, missed opportunities or outright failures." This statement pointed up a wide disparity of viewpoints, many of them in direct conflict. However, it added, "there is a compelling consensus that major changes must be made" if colleges and universities are to be relevant to contemporary society.

If the tragic events of the last decade taught us anything, it was that no institution in our society can escape the problems that face that society at any given time. If we learned anything at all, it was that our colleges and universities can expect to be held up to the same kind of questioning and scrutiny as all of our other institutions. I think this is especially true of the kind of institutions you serve and lead, the state-supported colleges and universities. Your institutions are paid for primarily with tax dollars collected from the citizens of your states. You are competing for these dollars with many other institutions, services, and programs which the people expect and demand from state government. The citizens, and rightfully so, want to know that their money is being spent wisely.

For many years higher education's only problems seemed to be where to put all the students and how to spend all the money. The schools raced to keep up with the latest program trends and to keep up with each other. New academic programs, faculty members, and buildings were added at an astonishing rate. This was especially true of state-supported schools. But that golden era has passed. Now we are finding enrollments actually declining on some campuses. Many young people, by choice, aren't going to college. Some aren't enrolling because they don't have to anymore to avoid the draft. But others are making the decision that they would rather go to work or attend a technical school.

Population projects indicate that colleges and universities are entering a decade of enrollment declines. The Census Bureau has predicted that between 1972 and 1985, the number of college-age youths will decrease by approximately 2 million. In the meantime, colleges and universities find themselves in an ever tightening economic pinch. The seemingly limitless flow of funds just isn't there anymore. No longer can colleges simply add new programs as they need them or want them. Colleges and universities now must make conscious, sometimes painful decisions between this program or that one. Some programs simply will have to be eliminated.

All over the country legislators and other elected officials are growing impatient with colleges that keep expensive programs for which there is little demand. They want to see results. They want proof that continued lightening of teacher loads or reduction in class sizes actually makes a difference. They want explanations as to why one college has to add a program simply because another college has it.

Recently we completed a major reorganization of our state-supported system of higher education in North Carolina. The

General Assembly decided it no longer would be a battleground for sixteen competing institutions. It placed them under a single Board of Governors and directed this board to come up with a single, program-oriented budget. This plan may not be the answer for every state. But I am sure that many states are confronted with the same realities that led to its construction in North Carolina.

Your organization and its member institutions have begun facing up to these realities, too. You are recognizing that colleges and universities have a responsibility to provide people with opportunities for continuing education, on and away from your campuses. You have faced up to the fact that unnecessary duplication in programs should be eliminated and that effective patterns of interinstitutional cooperation should be developed. You realize that your institutions have a responsibility to equip your graduates for careers that are relevant to the needs of society and to develop programs that will meet new career demands.

You understand that "accountability" merely means that higher education has a responsibility to use and manage all its resources wisely and soundly to fulfill its all-important role. You are accepting the idea that all learning does not have to take place in the classroom or that all teaching has to be done by professors with Ph.D's. You are considering that students also can learn in "real world" settings from "real-life" practitioners in the various fields of endeavor. In short, you are showing a willingness and an eagerness to make changes that could be critical to the future of your institutions and to American higher education in general. You face a great challenge. I have every confidence in your ability to meet that challenge, now and in the years to come.

NORTH CAROLINA LAW ENFORCEMENT OFFICERS ASSOCIATION

GREENSBORO, AUGUST 14, 1973

[On April 4, 1973, Governor Holshouser had spoken to the Wake County Bar Association at a luncheon meeting. He had, at that time, stressed the need for a strong system of justice in North Carolina and had pointed out ways in which his administration intended to make such a goal a reality. When he met with law enforcement officers at the Hilton Inn in Greensboro, his emphasis was on crime prevention, an emphasis which was further strengthened by a September 5 announcement appointing three people to serve on a new crime study commission. The commission, created by the 1973 General Assembly to study legislation

designed to reduce crime in North Carolina, was made up of three people appointed by the governor, three by the speaker of the House, and three by the lieutenant governor, all appointed to two-year terms. Dr. L. Reed Adams of Charlotte, director of the Law Enforcement and Administration program at the University of North Carolina at Charlotte; George W. Jackson, an attorney and mayor of Roxboro; and a Durham attorney, Clarence C. Malone, Jr., were selected by the governor as his appointees. The law provided that the commission report to the General Assembly no later than February 1, 1974, and annually thereafter. See news release of Governor Holshouser, September 5, 1974; "An Act to Create a Crime Study Commission," *N.C. Session Laws, 1973, First Session,* c. 801, which amended the General Statutes by adding a new article 55 to Chapter 143. The accompanying appropriation of $25,000 for 1973-1974 was ratified May 24, 1973. See *N.C. Session Laws, 1973, First Session,* c. 804.]

The members of this organization constitute the first, vital link in our criminal justice system. If this system is to work—if crime is to be reduced, justice to be served, and offenders to be rehabilitated—there must be close cooperation between our law enforcement officers and the personnel in our courts, probation, prison, and parole systems. This chain is no stronger than its weakest link. It is incumbent upon all of us to make sure that each link is equally strong.

I know of no group which works under such handicaps and hardships and against what sometimes must seem to be insurmountable odds as our law enforcement officers. I have pledged this administration to taking the steps that are necessary to see that we have law enforcement officers who are adequately trained and paid. I believe that we have begun moving strongly in that direction.

But neither the security that comes with decent salaries nor the confidence that proper training gives are as important to the morale of an officer on the front line as the knowledge that he has the full support of the citizens. You have my complete support and, I believe, that of a vast majority of North Carolinians.

All of these factors are beginning to pay dividends. We have made some strong strides in North Carolina in our fight against crime. A recent FBI report indicated that North Carolina's crime rate for 1972 was considerably below the national average. This report showed that we had approximately 1,900 crimes per 100,000 persons last year as opposed to 2,800 per 100,000 in the nation as a whole. I am certain that this record is due in large degree to the untiring efforts of law enforcement officers across North Carolina. We must utilize all possible resources in our fight against crime.

Crime prevention is and must be one of our highest priorities. It is only good common sense that by preventing crimes from occurring we eliminate much effort and considerable expense in our entire criminal justice process. Better crime prevention means that our citizens and their property are better protected. It enables us to focus more of our resources in solving the major crimes that do occur.

Neither should we take the attitude that crime prevention is only the responsibility of our law enforcement officers and other people involved in our criminal justice system. It is the responsibility of each and every citizen. To ignore this responsibility and expect our law enforcement officers to bear the burden alone is to shirk a major part of our obligation to be good citizens.

Neither can we take the view that a crime which is committed in North Carolina is a "state problem." A crime is committed in a particular city, a particular community, a particular neighborhood. It is on this level that we must intensify our crime prevention efforts—in our communities and in our neighborhoods. Funds from Raleigh and Washington will help but by itself, money won't eliminate crime. Homeowners and other responsible citizens banding together in their communities, working actively with their law enforcement officers in community crime prevention, *can* and *will* reduce the crime rates.

The National Crime Prevention Institute says that criminal opportunity can be lessened in a number of ways:

> First, the environment can be designed so that the individual considering the criminal act feels that there is a good chance for him to be seen by someone who will take action on their own or call the authorities.
>
> Second, the target of his [the criminal's] attack can be so formidable that he does not believe his abilities will allow him to conclude the action, and thirdly, if he actually attempts to reach the goal, the probability of his failure can be increased through the ready response of law enforcement agencies.[1]

To achieve these ends, the institute recommends a two-part plan. First it calls on law enforcement agencies to collect information about the crimes of burglary and larceny in their communities. This will enable the people to know if they are being successful in the fight against crime. Secondly, the National Institute recommends that key community leaders be invited to participate in a coordinating council on the local level. These councils would be responsible for surveying the available resources, such as organizations, industries, and service groups, to be mobilized into an efficient force that can effectively be brought to bear in support of the

crime prevention program. This plan has the endorsement of the National Sheriffs' Association.

I would like to see these councils formed in every community in North Carolina. I believe that they would provide us with a strong base to begin effective community crime prevention programs in our cities, towns, and rural areas.

Toward this same end, I will appoint, in the near future, a statewide Governor's Committee on Community Crime Prevention. This committee will be composed of professionals such as yourselves, civic leaders, and other citizens to study and evaluate methods of preventing crime on the local level and to provide leadership in creating community awareness and involvement in crime prevention all across North Carolina.

Just in the last few days a national crime commission submitted a report to the U.S. Justice Department recommending a drastic overhaul of America's criminal justice system. Many of the recommendations contained in this report are highly controversial. Some of them may bear study in North Carolina. But I would prefer hearing what North Carolina citizens have to say about the crime situation in our state and the steps they believe should be taken to reduce crime. This will be one of the services this new statewide commission can perform.

Formation of this commission, and especially the local councils, also can fulfill another, much-needed role—that of fostering better "police-community" relationships. Citizens should become actively involved with law enforcement officers in all crime prevention efforts. Law enforcement officials should devise programs for such citizen participation.

We also need your support in all our efforts to rehabilitate offenders who have been sentenced to our prisons. If programs such as work release, study release, community volunteer work, and home leaves are to work, they must have the support and cooperation of law enforcement personnel. Law enforcement, corrections, paroles, and probation are inseparably bound. For all these groups, the ultimate goal and objective is to fight, prevent and reduce crime, to protect our citizens and their property. Improved prisoner rehabilitation efforts can only make your job easier. As convicted criminals become useful and law-abiding citizens, your load is correspondingly lightened. We are already citing examples of former criminals who are now helping turn other young people away from the path of crime.

All of us have a stake in reducing the number of offenders repeating criminal offenses and returning again and again to our prisons. Many citizens and organizations such as the North Carolina Jaycees and the North Carolina Bar Association have given major attention and direction to programs aimed at lowering the repeat-offender rate and to improving our rehabilitation programs. Now we are calling upon these groups, these citizens, and many others to take another step—to join hands with you in the fight against crime. Their volunteer efforts can make the crucial difference. I pledge to you tonight the support of this administration as we work together to build an atmosphere in which our citizens feel safe and free from fear. In closing, let me express again my deep appreciation for the service you render to the citizens of our great state.

[1]A search for the original source of this quotation was fruitless. Two inquiries to the National Crime Prevention Institute in Louisville, Kentucky, were unanswered; Mr. Gordon Smith of the Law and Order Section, Division of Community Assistance, North Carolina Department of Natural and Economic Resources, thinks the statement could have been made in several reports issued by the institute; but he was unable to locate the source.

STATEMENT ON STATE LAND POLICY COUNCIL

RALEIGH, AUGUST 17, 1973

[The management of land in North Carolina was tied in with emphasis on environment and ecology, which received much attention during the Holshouser administration. See footnotes to State Rural Development Conference speech, July 11, 1973, for information on proposed legislation referred to in the first paragraphs of the following remarks.]

We have reached an important crossroad in North Carolina.

We can stand still and allow growth, industrialization, and urbanization to continue helter-skelter without regard to the demands they place on our land and our total environment. We need only to look at some of the other states to see the potentially tragic consequences of such a course.

We can make a 180-degree turn and say that we are going to bring all growth to a screeching halt. But that would be just as foolish and far more unrealistic.

Or we can move forward with sound and sensible land-use planning that will make North Carolina a model of "balanced growth"

for generations to come. That, of course, is the direction we must take. I believe it is the direction we will take.

Legislation introduced in the General Assembly last spring proposes a State Land Policy Council to develop state policy with respect to the use and management of our precious land. Because of the scope and complexity of the subject, action on this bill was deferred until the legislature returns in January. I am confident that this legislation, together with the important Coastal Area Management and Mountain Area Management bills, will be enacted next year. The job cannot be done without legislation. That must come. Yet there will also be an implementation process that will take time.

There are steps that state government should be taking now to lay the groundwork for the State Land Use bill when it becomes law. Therefore, I am creating by executive order today the State Land Policy Council.[1] This council will consist of the secretaries of the Departments of Administration, Cultural Resources, Commerce, Natural and Economic Resources, Revenue, Human Resources, and Transportation, and the commissioner of agriculture. I also am inviting the lieutenant governor and the speaker of the House of Representatives to serve on this council. I have designated Secretary of Administration William Bondurant[2] to serve as its chairman. This will be the first agency in the history of North Carolina designed to coordinate the state's use of the land.

The immediate objective of the council will be to make an inventory of how much land state government owns and how that land is being used. Presently, the left hand of government knows very little about what the right hand of government is doing when it comes to land use. This is a situation that can lead to a misuse of public funds, inefficiency of operation, and poor response to the public's needs. This council also will consider and develop methods for designating areas of environmental concern. It will consider the various possibilities for a state land classification system in anticipation that these methods and classification systems will have to be implemented under the land-use bill.

Then, when the General Assembly enacts this bill, we will be able to hit the ground running, armed with enough information to carry out the mandate of the legislature. Some would say I am too optimistic. But I believe the people of this state, and their representatives in the General Assembly, have begun to realize that we no longer can tolerate helter-skelter use of the land of North Carolina.

Growth at any cost has become too costly. Misuse of the land affects every North Carolinian, from the farmer whose land is absorbed by a suburb, to a fisherman whose trout stream is destroyed, to a developer whose development is ruined by poor development upstream. We are learning that we must adapt our needs to the land instead of adapting the land to our needs.

A closer look at the 1973 General Assembly indicates the direction we have begun to take. The sedimentation control law[3] and the floodway designation legislation[4] wouldn't have been passed five years ago.

Local government also is beginning to realize that land-use programs are much more than zoning. This administration values the input of local government. We will seek to place as much authority on that level as possible. For that reason, we have a provision in this executive order for the new council to consult with local officials. In the past both local and state governments have too often neglected their responsibilities toward the use of the land of our state. It is time both took a more active, positive role. This new council is the beginning of serious land-use planning in North Carolina. It is a beginning step toward an ambitious goal: that of establishing the means for an entire state to control its destiny.

North Carolinians have set this goal, and we will reach it.

[1]Executive Order Number III.

[2]William Ledoux Bondurant (1936-), lawyer from Winston-Salem; A.B., Davidson; LL.B., Duke; Army Medical Corps, 1961-1962; on leave from position as associate director, Mary Reynolds Babcock Foundation in Winston-Salem, while serving as secretary of the administration; resigned to assume directorship of the foundation, effective June 1, 1974. *North Carolina Manual, 1973,* 529; "The Month in State Government," *We the People of North Carolina,* XXXII (June, 1974), 6.

[3]"An Act to Establish a Program for the Control of Pollution from Sedimentation" established a North Carolina Sedimentation Control Commission in the Department of Natural and Economic Resources. *N.C. Session Laws, 1973, First Session,* c. 392.

[4]"An Act to Amend Part 4 and Part 6, of Article 21, of Chapter 143 to Provide for the State and Enter into Contractual Agreements with the U.S. Government as Now Vested in Local Governing Bodies and to Provide Floodway Regulation by the Board of Water and Air Resources in Certain Circumstances." *N.C. Session Laws, 1973, First Session,* c. 621.

UNITED KINGDOM BANKERS

LONDON, ENGLAND, SEPTEMBER 7, 1973

[Governor Holshouser traveled to London as part of a trip to various European capitals in an effort to seek overseas investments for North Carolina. At the Savoy Hotel he spoke at a luncheon given for United

Kingdom bankers. On the same trip former Gov. Robert W. Scott and seven businessmen went to Russia, and there they met Governor Holshouser's group in Moscow to confer with Russian trade officials. At the conclusion of the trip by Tar Heel businessmen, at least one West German firm had made a definite commitment to locate in North Carolina, according to a news release from Frankfurt, Germany. See *News and Observer,* September 7, 14, 1973.]

It's great to be in London, the financial capital of the world. It was only fourteen years ago that other North Carolinians were visiting London as part of the first organized trade mission from the United States to Europe. For those of you not too familiar with our state, let me give you some background. North Carolina is located approximately 200 miles south of Washington, D.C. We are approximately the same size as England. North Carolina leads the world in production of textiles, furniture, tobacco, brick, and cigarettes. We rank tenth in the United States in value of manufactured and agricultural exports and first in overseas sales of textile products and furniture. We have approximately 5 million people and our land stretches from the Atlantic Ocean to the Blue Ridge Mountains, with beautiful flatlands and rolling hills in between.

Over the years there has been an ever growing, amiable relationship between our state and your country. We now have nineteen British firms in North Carolina. Two of our best known British firms are Burroughs Wellcome and Imperial Chemical. Their capital investment in North Carolina has been nearly $200 million, and they employ over 6,000 North Carolinians. This past success is one reason we are here to encourage interest by more British companies to establish operations in our state.

Now more than ever, we feel North Carolina provides an outstanding opportunity as a site for investment. In front of financial experts such as are gathered here tonight, I won't attempt to explain why I say this. I'll only say that our own financial experts tell me that changes in the international economy are beneficial, and I'll accept their advice. Last year twelve foreign firms agreed. They established operations in North Carolina. Seven of these new facilities are manufacturing plants. Those twelve facilities represent almost $22 million in capital investment and approximately 2,000 jobs. There are more than eighty firms from thirteen different nations now operating in North Carolina. More and more of them are finding that North Carolina is indeed the gateway to the southeastern United States—the fastest growing section of the

United States. For example, according to the latest figures, North Carolina's rate of increase in median family income is 30 percent higher than the national average. This means that North Carolinians' buying power is increasing by leaps and bounds, which, of course, rapidly expands the possibilities for marketing products in our state.

It's for all these reasons that thirty-one North Carolinians have come to Europe. Twelve of us will meet with industrialists in England, several cities in West Germany, Italy, and Switzerland. Those twelve will be divided into six two-man teams. They will be in London for four days and in the rest of Europe a little over two weeks. Nineteen of us will go to the Soviet Union for three days to talk with trade officials. Then I will return to West Germany for a short visit with industrialists interested in our state, while other North Carolinians go on to Poland, Romania, and Yugoslavia. Ten of the thirty-one members of our mission are bankers and financiers. I'm happy that we are so well represented in that area because bankers make things happen whether on the domestic or international economic scene.

The first step in making the decision to invest in North Carolina will be the most difficult. These men particularly can help you make that first step a lot easier. The other members of the mission are well schooled in other types of information you will want to know about North Carolina. And despite the job the jet planes are doing of shrinking our world, and the improvements in overseas communications, we realize that it is still a long way from England and Europe to North Carolina. We are increasing our efforts to improve these communications, and tonight I am glad to announce that the state of North Carolina has retained the services of Mr. Jack G. Moos,[1] of Zurich, Switzerland, to serve as North Carolina's European consultant. Please stand, Jack. I want everyone here to recognize you when you call on them.

Mr. Moos is a citizen of Switzerland and was educated in England, Switzerland, and the United States. He has been active in international public relations and marketing for eighteen years. I urge you to contact him.

Finally, I want to thank you all for attending this luncheon. While we have much to tell you about North Carolina, I know we can learn as much, if not more, from you about the economic realities of England and the remainder of Europe.

[1]Jack G. Moos (1926?-), representative for several American and European companies in international sales and manufacturing; assumed duties as North Carolina's European representative for economic development, September, 1973, but left by the end of 1975. Stephen L. Meehan, director of public affairs, North Carolina Department of Natural and Economic Resources, to Memory F. Mitchell, December 30, 1975.

SUMMARY OF SPEECH TO NORTH CAROLINA MOTOR CARRIERS ASSOCIATION

PINEHURST, SEPTEMBER 17, 1973

Speaking at the Carolina Hotel in Pinehurst, Governor Holshouser expressed appreciation for the trucking industry, calling attention to its importance in North Carolina's economy and way of life. He knew, he said, that all North Carolinians, not just truckers, wanted and needed good and safe roads; his administration was dedicated to building good roads and working for increased safety by making the State Highway Patrol the most efficient in the country. The trucking industry and all citizens deserved "a transportation system that is the product of long-range, professional planning on a continuing basis." The governor emphasized the fact that his administration was committed to this type of planning.

Though efforts were being made to obtain new business and find new products for North Carolina, all efforts to improve the state's economy would be to no avail without adequate supplies of energy. Trucks would stop moving if the energy shortage could not be overcome. Because of increasing worldwide demand for energy, new sources had to be found. The governor suggested the possibility of using breeder nuclear reactors and solar, geothermal, and possibly hydrogen fuels. In the meantime, he said, there would be an increased use of coal and derivative products made by converting coal into liquid and gaseous forms. Though conservation and more imports seemed to be the immediate solution, imports could not be counted on to solve the problem, he warned.

Governor Holshouser noted that residential use accounted for about 19 percent of energy use; commercial use, 16 percent; industrial use, 40 percent; and transportation use, 25 percent. The latter, including the trucking industry, experienced an increase of more than 5 percent in the use of gasoline during the six months ending the preceding June. Steps for conservation were imperative, he suggested.

The governor said North Carolina had a goal of saving a minimum of 10 percent, and he asked for help. The Energy Crisis Study Commission and a special task force of cabinet secretaries were seeking solutions to immediate and long-range problems. The chief executive called for suggestions relating to conservation of energy which would be useful to those serving on the commission and the task force.

STATEMENT BEFORE THE FEDERAL POWER COMMISSION IN TRANSCONTINENTAL GAS PIPE LINE CORPORATION DOCKET NO. RP72-99, CURTAILMENT PROCEEDING

WASHINGTON, D.C., SEPTEMBER 18, 1973

[Governor Holshouser went to Washington to express his great concern with regard to the proposed curtailment plan relating to natural gas for North Carolina. The effect on the state's industry, he felt, would be disastrous. A few weeks later the state's congressional delegation filed a motion in the United States Court of Appeals for the District of Columbia seeking modification of the plan and a temporary stay of a Federal Power Commission order that would cut off natural gas to 193 customers. The day following the motion, November 9, the court granted a temporary stay, to remain in effect until the fuel appeal could be heard. Until that time, the natural gas plan in effect for the preceding year was to be enforced; even with this break, an 18 percent across-the-board cut was expected. See *News and Observer,* November 10, 1973.]

As governor of North Carolina, my purpose in appearing at this hearing today is to state emphatically the great concern of the state of North Carolina with respect to the permanent gas curtailment plan which this commission has ordered Transcontinental Gas Pipe Line Corporation to submit and to state and explain the consequences which appear inevitable in the state of North Carolina if such a plan goes into effect in November of this year.

I wish to express the opposition of the state of North Carolina to this proposed plan which, although referred to as an end use plan, appears to be based on size of purchase by volume and nature of contractual arrangement rather than the end or ultimate use of the gas.

It is difficult to ascertain at this time the precise measurement of the impact of this proposed plan on the state of North Carolina because of lack of data available and information as to how the plan

will be implemented. However, it is known that Transco has curtailed the contract entitlements of the three major gas utilities in North Carolina for the twelve months ending April 30, 1973, by 7.4 percent under the present interim plan as approved by this commission. The interim plan is based on ratable curtailment of contract entitlements.

Preliminary estimates indicate that if the permanent curtailment plan goes into effect in November of this year, the curtailment of gas to consumers in North Carolina will increase from 7.4 to 38.3 percent, if the priorities 6 through 9 as established by the Federal Power Commission are interrupted completely on an annual basis. The impact of such a plan would require large-volume consumers of gas in North Carolina to obtain 364 million gallons of oil or propane *over and above* the amount of oil and propane necessarily purchased in the past to compensate for the 7.4 percent curtailment under the interim plan.

Total requirements for heating oils and propane for use within the state of North Carolina are projected at 1.5 billion gallons during the next twelve months. Therefore, the addition of 364 million gallons of oil or propane as a substitute for gas removed under the proposed curtailment plan would represent an increase of 25 percent in the requirements of North Carolina for these alternate fuels. Because all petroleum products are in extremely short supply, the procurement of an increased requirement of this magnitude is completely unrealistic, even assuming transportation and storage problems could be solved.

If the approximately 200 consumers using gas in priority 6 through 9 are, in fact, interrupted completely and if alternate fuels are not available, as is clearly indicated at this time, this would necessarily result in the closing of plants, unemployment, and all other related economic and social problems which would naturally follow.

If this permanent plan is approved as proposed, there will also be some other real losers: the residential and commercial gas consumers who will have to assume the resulting economic burden. They would be required to make up for the loss of revenue if gas utilities in North Carolina are to earn the fair rate of return required by law.

The state of North Carolina is itself a substantial purchaser of gas for its institutions, including governmental buildings, schools, mental hospitals, and prisons. This use is exclusively related to critical human needs, including heating and preparation of food.

Notwithstanding this, the fuel requirements of some of these institutions, under valid interpretations of the plan, fall in priorities 6 through 9. If these institutions are deprived of their historical gas supplies and cannot obtain the additional volumes of alternate fuel necessary, it would place the state of North Carolina in an untenable position.

North Carolina has relied on the volumes of gas which have been previously certified by the Federal Power Commission after hearings based on need as required by public convenience and necessity. The residential, commercial, and industrial customers, as well as the gas distributing utilities in North Carolina, have made substantial investments in facilities in order to utilize this gas in reliance upon these prior certifications of the Federal Power Commission.

Over and above our resulting inability to fulfill basic human needs and the immediate suffering this will entail, any reduction in these volumes would simply cause the loss of these facilities and investments, the loss of existing industry and further industrial development, and would result in an economic crisis affecting virtually every citizen in North Carolina.

It is my understanding that the interim plan has been in effect for approximately two years, that it has been tested and proven effective in protecting the highest priority customers, and that it has the strong support and endorsement of not only the gas distributing utilities, but also of Transco. The state of North Carolina is strongly opposed to the plan now proposed and adds its endorsement to the present plan. The present interim plan is workable, fair, would protect the highest priority customers, and should be permanently adopted by this commission.

UNIVERSITY OF NORTH CAROLINA BOARD OF GOVERNORS AND TRUSTEES OF STATE-SUPPORTED UNIVERSITIES

CHAPEL HILL, SEPTEMBER 20, 1973

[In his address to members of the Board of Governors and to trustees of state-supported universities, the governor discussed some of the problems facing higher education. The Board of Governors was just getting established and for the first time the sixteen boards of trustees, created as a result of the reorganization of higher education, were meeting. For discussion of the reorganization of higher education, see Mitchell, *Addresses and Public Papers of Robert Walter Scott*, 91-119, 463-470.]

Chairman Dees,[1] President Friday,[2] members of the Board of Governors, trustees, chancellors and other educational leaders:

You are the builders of a new world of higher education, not the custodians of the old. For the first time this fall, we have sixteen boards of trustees created under our new statute. Many of you have not served before on your particular boards, and all of you are beginning new terms under the new plan of organization.

Most of the members of the Board of Governors, and a few of you who are trustees were at this conference last year when Dr. Eugene Lee,[3] perhaps the nation's leading scholar in the field of the multicampus university, discussed North Carolina's new plan for higher education. He called our plan "one of the most important experiments in governance in higher education to take place in recent years." And he added, "It will also be one of the most difficult to pull off with effectiveness. It is an experiment filled with promise and peril. But it is an experiment whose time has come."

Why did Dr. Lee see North Carolina's experiment as being of such national significance? I think the explanation lies in the fact that no other state in the union has tried anything exactly like our plan. Many states have put all public senior institutions, or all post-secondary education, under one governing board. But in most cases institutional boards have been abolished entirely. In other states the institutional boards have been given extensive statutory powers, an arrangement that has tended to keep the various institutions pitted against each other and against the central governing board.

In North Carolina we wanted something different. We wanted a plan that would invest central authority and unitary budgeting in a statewide governing board but one that also would recognize that each campus has its own individuality, its own distinctiveness, its own problems, and its own mission to serve North Carolina. We wanted a plan that would assure our citizens that higher education dollars were not being wasted but one that also would give them assurance that we intend to give our students *quality* higher education.

We wanted, perhaps most of all, a new system that would put an end to the continual wrangling over higher education in the legislative arena. We wanted a system that would lift public higher education in North Carolina out of the costly, strangling, divisive mire of petty squabbling, intense lobbying, chronic competition, and political meddling.

I believe we succeeded. I believe we have a good plan.

"The North Carolina plan," as it has come to be known over the country, gives virtually all power to the one governing board, the Board of Governors. But, at the same time, we have maintained institutional boards of trustees and provided that their powers would be derived largely by delegation from the governing board. Thus we have a plan that provides for strong, central leadership where it is needed while also allowing for strong local and institutional support where that is needed. It makes possible the solution of the great majority of problems on an institutional basis, and it frees the central board and staff for consideration of the statewide problems.

I think most of you know that I have a personal pride in this plan and a personal commitment to help make it work. I was a member of the Joint Higher Education Committee in the legislature that worked for weeks in the fall of 1971 drafting this plan. I was also a member of the special session of the General Assembly that debated the plan and finally adopted it. Many other people—people of both political parties, people who put aside personal loyalties and local considerations—worked equally as hard, if not harder, in making this plan possible. If this new system is to succeed, it will take the same kind of dedication from all of us here tonight and from the members of the General Assembly as well.

Will the North Carolina plan work? In my judgment, that question will be determined over the next four or five years. And it will be determined, in no small part, by the actions and attitudes of the people in this room tonight.

Maybe you remember the story of the schoolteacher who asked her class if anybody knew who Socrates was. A small boy raised his hand and answered, "Socrates was a Greek. He was a great man. He went around telling people what to do. They killed him." Fully aware of the moral of that story, I'm going to make a few suggestions to you tonight, anyway. I have four suggestions for you who are members of the Board of Governors, and four for the trustees of the sixteen institutions.

First of all I want to say that I think the Board of Governors has made an excellent beginning. During this first year you have combined staffs, developed good operating procedures, devised what seems to me to be a most effective method of presenting the system-wide budget, hammered out a code, and defined the role of the boards of trustees. All in all you have achieved far more than anyone imagined you would in such a short time. I congratulate you; I support you.

These suggestions are made tonight not by way of criticism but to encourage you and cheer you on your way. First, I would urge you to take the time and trouble to be wise and thorough in every decision you make. Tomorrow you will discuss the recommendations of the panel of medical consultants. I do not know what your reactions to these recommendations will be or how the state as a whole will react. But the procedure that the board has followed is commendable. Last winter this board determined that it needed the advice of experts in the field of medical education. Because the issue of a medical education had become so sensitive, you decided to go out of the state to get this advice. Before choosing your five advisers a long list of potential panel members was put together. The list was circulated to the leaders of the four existing medical schools of the state. The panelists were named only after the leaders at all four schools had agreed that this method was fair and that the proposed consultants' team represented an appropriate balance between established schools and new schools.

This careful procedure that you have followed is an example of how you as a board are trying to see that your actions are based, as much as possible, on sound professional advice. I hope that on the subject of medical education, and on every other subject, you will continue to take the time and make the effort required to be sure your decisions are wise and sound. In this way the people of North Carolina will develop increasing confidence in you as a board and increasing willingness to follow your lead.

My second word of advice to the Board of Governors would be to work closely with your professional leadership. President Friday and his staff give you great competence. The relationship between the board and the staff should be that of partners in an enterprise—frequent consultation, plenty of give and take, honest discussion, and once a decision is reached, firm support on the part of both. From all I have observed, you already enjoy this kind of harmonious relationship.

Thirdly, I would urge you to avoid even the appearance of favoritism among institutions. At the same time, you should avoid the temptation to treat all institutions as if they were all alike. The statute creating the Board of Governors requires each of you to take a statewide view. It says "all members shall be deemed members-at-large, charged with the responsibility of serving the best interests of the whole State."[4] This means that no member of the board is a partisan of any institution or of any area of the state. You must be scrupulously fair.

Yet the missions of the institutions vary considerably. Some are four-year universities, some are five-year schools. One is essentially a conservatory of the performing arts. Three grant doctoral degrees; several have graduate professional schools. Fairness does require that institutions with comparable missions have comparable support.

Finally, I would urge the Board of Governors to give high priority to long-range planning. Many statewide universities have never managed to get around to the real job of long-range planning. They have never found the time to face the bigger problems of where their whole system is going, or ought to go, a decade or more in the future.

You have recently elected a new vice-president for planning, John Sanders,[5] who is known to all of you through years of capable service at the Institute of Government. I hope that when he joins you the planning work can move vigorously ahead. The institutions and the state need to have well-defined goals for the whole of higher education and for its various parts.

Now let us turn our attention to the boards of trustees for our sixteen institutions. Again, my suggestions are made in the spirit of encouragement, not in criticism. First of all, I would urge that you work with, not against, the Board of Governors. Remember, that the Board of Governors is elected by the General Assembly and that it has the responsibility under the law of governing public senior higher education. Its members and its staff are not faceless bureaucrats but people you know personally. It is your responsibility under the law to keep the Board of Governors well informed on your institution, its problems, and its responsibilities. By all means do this. But once the Board of Governors takes a position, it seems to me that it is the obligation of every trustee and every administrator to support the governing board. Make your arguments before the board and its committees under the regularly prescribed procedures. Then, once a decision is made, unite in the larger interest of higher education.

My second bit of advice to trustees is to help define a realistic mission for your institution. It is, of course, ultimately the responsibility of the Board of Governors to define the institutional mission, subject to any applicable state law. But the definition of that mission must be worked out in the closest consultation with the institutional board and the chancellor. You who are new trustees should be aware of the strong tendency for institutions at all levels

to try to do everything, to "shoot for the moon." It's been proven time and again that this is a mistake.

It's been suggested that the student unrest of recent years was attributable, at least in part, to the fact that universities and colleges had spread themselves too thin. Institutions that previously had concentrated their energies on the education of students became heavily engaged in far-reaching public service functions, in extensive research for business and the federal government, and in an ever-widening range of graduate and professional programs. At campuses where students once felt themselves a part of a small community, students came to feel that they were merely cards in an IBM machine.

I am not saying that a university can or should try to avoid a wide range of public service. I am simply saying that each institution should concentrate on doing as much as it can do really well; that for the sake of its own soul, it limit its ambition. Once the institutional role is defined, you, as trustees, can help it concentrate its full energy on doing its assigned jobs well.

Thirdly, I would urge the trustees, as I urged the members of the Board of Governors, to work closely with your professional staff. You should become your chancellor's best friends—his confidants, his strong supporters, his most helpful critics. Every chancellor needs people like you—people who can bring him a dispassionate outside point of view. Every chancellor also occasionally needs a group that can share with him some of the unpopular decisions that have to be made. My final suggestion to each and every trustee is that you never forget that the real business of your institution is the education of human beings.

Don't let your institution become impersonal. See to it that the students who come to your universities have an opportunity somewhere, either in the formal curriculum or elsewhere, to face such basic questions as: Who am I? What should I do with my life? We now enroll 90,000 students in our sixteen campuses. But we will fail completely if we ever forget that what really matters in all of this is the full development of the individual student as a human being.

Ladies and gentlemen, I am not here to tell you that our task will be easy. I am telling you that it is one in which we must succeed.

Let me close by paraphrasing a quotation from Emerson. He said: If there is any period one would desire to be born in—is it not the time when the old and the new stand side by side and admit of being compared; when all the energies of man are searched by fear

and hope; when the historic glories of the old can be compensated by the rich possibilities of the new era? This time like all times is a very good time if one but knows what to do with it.[6]

[1]William Archibald Dees, Jr. (1920-), from Goldsboro; A.B., J.D., University of North Carolina at Chapel Hill; World War II veteran. News release of Gov. Terry Sanford, July 5, 1963; Alumni Office (comp. and ed.), *Alumni Directory* (Chapel Hill: University of North Carolina, edition of 1954), 225, hereinafter cited as *Alumni Directory*, UNC.

[2]William Clyde Friday (1920-), university president from Chapel Hill; native of Virginia; B.S., North Carolina State, LL.B., University of North Carolina at Chapel Hill; honorary degrees; lieutenant, USNR, World War II; various university administrative posts; president, University of North Carolina, since 1956. *Who's Who in America, 1976-1977* (Chicago: Marquis Who's Who, Inc., 39th edition, 2 volumes, 1976), I, 1075, hereinafter cited as *Who's Who in America, 1976-1977*; *North Carolina Manual, 1975*, 705.

[3]Eugene Canfield Lee (1924-), native of Berkeley, California, resident of Lafayette, California; B.A., University of California, Los Angeles; M.A., Ph.D., University of California, Berkeley; public administration post in California; professor of political science, University of California, Berkeley, since 1955; director, Institute of Government Studies since 1967, after holding earlier posts with institute; coauthor, with Frank M. Bowen, of a report prepared for the Carnegie Commission on Higher Education, published under the title *The Multicampus University* (New York: McGraw Hill Book Co., 1971), and other works.

[4]G.S. 116-7(a). This section, rewritten by the 1971 General Assembly, was made effective July 1, 1972. *N.C. Session Laws, 1971*, c. 1244.

[5]John Lassiter Sanders (1927-), native of Four Oaks; A.B., North Carolina State; J.D., University of North Carolina at Chapel Hill; World War II veteran; following brief period as law clerk and practicing lawyer, joined staff of Institute of Government, Chapel Hill, 1956; director, Institute of Government, 1962-1973; made vice-president for planning, University of North Carolina, in September, 1973. *News and Observer*, February 14, 1966; September 15, 1973; *Chapel Hill Weekly*, September 19, 1962; Motor Vehicles information.

[6]The exact quotation is from Emerson's oration before the Phi Beta Kappa Society at Cambridge, August 31, 1837, entitled "The American Scholar": "If there is any period one would desire to be born in, is it not the age of Revolution; when the old and the new stand side by side, and admit of being compared; when the energies of all men are searched by fear and by hope; when the historic glories of the old can be compensated by the rich possibilities of the new era? This time, like all times, is a very good one, if we but know what to do with it." Ralph Waldo Emerson, *Essays and English Traits* (New York: P. F. Collier & Son Corporation [The Harvard Classics, edited by Charles W. Eliot, 1901], 1937), 20.

STATEMENT AT NEWS CONFERENCE ON RURAL HEALTH CENTER SITES

RALEIGH, SEPTEMBER 27, 1973

[At a news conference held in the Albemarle Building in Raleigh, Governor Holshouser announced selection of the first five communities which would have rural health centers.]

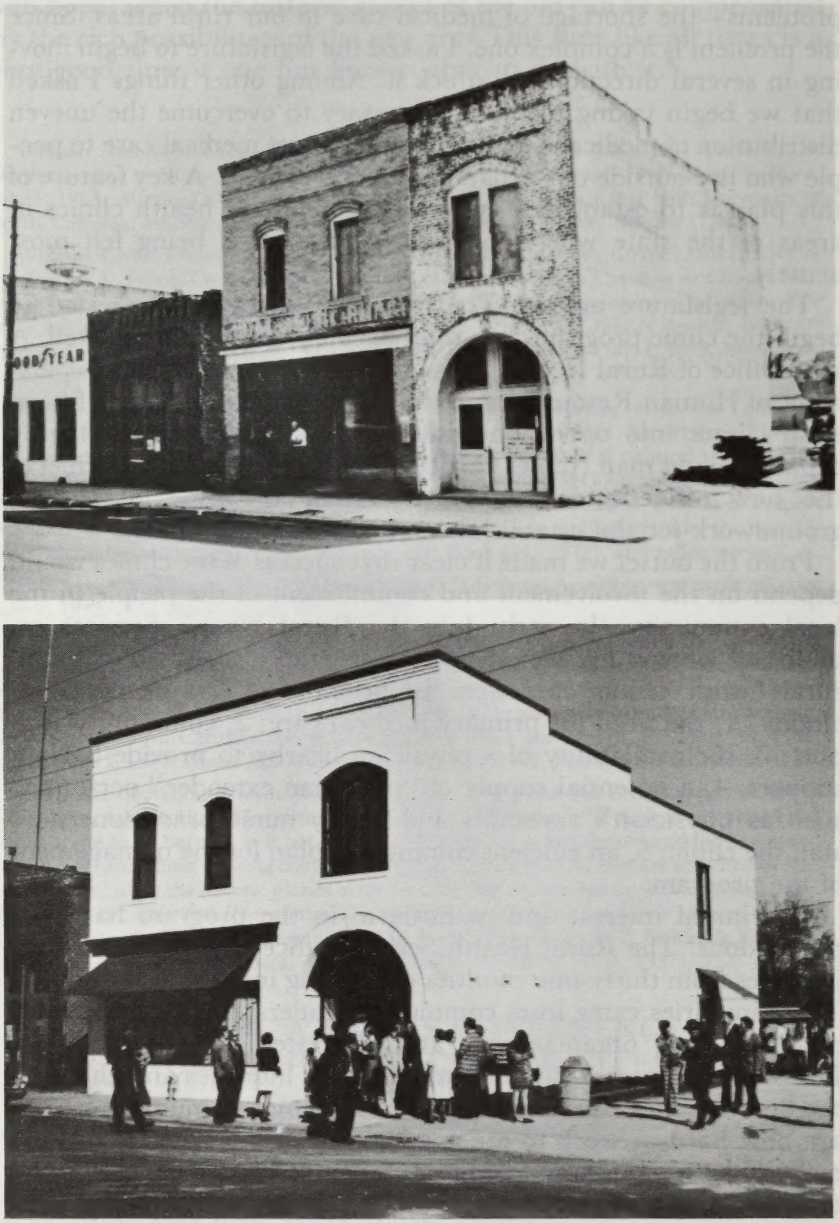
Last April I went before the General Assembly and proposed a plan to help us solve one of North Carolina's most pressing

problems—the shortage of medical care in our rural areas. Since the problem is a complex one, I asked the legislature to begin moving in several directions to attack it. Among other things I asked that we begin taking the steps necessary to overcome the uneven distribution of medical care in our state, to get medical care to people who live outside our urban population centers. A key feature of this plan is to establish a system of community health clinics in areas of the state where the doctor shortage is being felt most acutely.

The legislature agreed. The modest funding we requested to begin the clinic program, less than $500,000, was appropriated. A new Office of Rural Health Services was established in the Department of Human Resources and was given the job of putting fifteen rural clinics into operation within a two-year period. A highly capable young man, James D. Bernstein,[1] was employed as chief of the new office and immediately went to work laying the groundwork for the establishment of the first five clinics.

From the outset we made it clear that success of the clinics would depend on the involvement and commitment of the people in the local community. In early July the Rural Health Services established what it felt would be the essential elements of a sound rural health center operation. In brief, these five elements include: 1, the need for primary medical care; 2, community support; 3, the availability of a physician nearby to provide backup support; 4, a potential supply of "physician extender" personnel, such as physician's assistants and family nurse practitioners, to staff the clinic; 5, an efficient community plan for the management of the program.

The initial interest and enthusiasm in the program has been tremendous. The Rural Health Services office received thirty-four inquiries from thirty-one counties expressing interest in the clinics. These inquiries came from community leaders, physicians, health planners, civic organizations, and interested citizens. For Mr. Bernstein's office, the task of evaluating the inquiries and choosing the first five sites has not been easy. In many communities people are now hard at work to put together all of the criteria. In time many of these communities will be ready to establish clinics, for the determination and dedication is there. But of all the applicants so far, five communities were found to be in the best position immediately to establish the clinics. Therefore, it is my pleasure to announce that the following communities have been selected as the sites of rural health centers: Bakersville in Mitchell County, East



Rural health centers were a major contribution of the Holshouser administration. The building used for the Whitakers Community Health Center was photographed in 1974, before renovation, and again in 1975 after it was ready for use. (Photographs from Office of Rural Health Services.)

Bend in Yadkin County, Newton Grove in Sampson County, Whitakers in Edgecombe County. And in Dare County, the Outer Banks communities of Kitty Hawk, Kill Devil Hills, Nags Head, Whalebone, Manteo, and Roanoke Island.

Four of the clinics are scheduled to open a year from today. The fifth, East Bend, will be operational by the end of this year. Family nurse practitioners will be used in four of the clinics while the East Bend center will utilize a physician's assistant. The state-local cooperative effort is being assisted further in the Whitakers project by a grant provided by the Kate B. Reynolds Health Trust to the Edgecombe General Hospital. This grant will provide developmental and construction funds for the clinic.

None of these communities has a physician, but all are within reasonable distances of backup physicians. All of these communities have small populations, but each of the clinics will serve an area of several thousand people. In every instance the sponsoring committees are broadly based, including representatives from local businesses, civic organizations, local government, and other interested citizens. This is the kind of local participation we are talking about. I believe that these five clinics, and the others that will follow, will prove their value for many years to come. I fully expect to see similar clinics established throughout North Carolina in the not-so-distant future. Because of interest shown in this program by so many communities, I believe it will be necessary to expand it dramatically.

In closing, let me say that I was extremely gratified that the distinguished panel of out-of-state medical consultants, in its recently completed report to the University Board of Governors, recommended that these clinics' development should be encouraged and supported in every way. As the panel pointed out, these clinics will provide a way for our nonurban residents to get better medical care, *first-class* medical care.

And now, I will turn you over to Secretary David Flaherty[2] for further remarks.

[1]For identification, see page 116.

[2]For identification, see page 68.

DISTRICT 6, NORTH CAROLINA ASSOCIATION OF EDUCATORS

CHARLOTTE, OCTOBER 9, 1973

[The fourth annual convention of the District 6 meeting of the North Carolina Association of Educators was held in Charlotte. Several days later, on October 30, the governor spoke to District 13 of the association at New Hanover High School in Wilmington. These talks were identical except for the fact that the governor, in his second address, added a plea for support for the clean water bonds. His call for support of the school bond issue and the clean water bonds was heeded by North Carolinians. Unofficial returns, 2,167 out of 2,292 precincts reporting, showed 604,469 votes for the school bond as opposed to 284,679 against. The water bonds passed with a count of 701,901 to 188,779, after 2,195 precincts reported. See the *News and Observer*, November 7, 1973, for these unofficial returns.]

These are great times to be a part of public education in North Carolina. That probably wouldn't have been a fair statement a couple or three years ago. Public education was going through a tough period then. For various reasons, public confidence in the schools, and public support of them, was at a low ebb. But the pendulum has swung. Within the past year, we have seen a reawakening of public support in our schools. We have seen this support translated into a new, positive attitude in our legislature. We have seen the adoption of the most progressive educational program in the history of our state. Yes, we have seen the tide turn. We have seen the momentum build. And for this, much of the credit—the largest share—goes to the dedicated, loyal schoolteachers and administrators throughout our state who kept the faith.

Individually, and through the North Carolina Association of Educators, our school people have worked and worked hard to reverse the swing of the pendulum, to turn the tide, and to build this new momentum. Your organization developed a program that was progressive but possible, imaginative but realistic. The success of this program in the legislature speaks for itself.

It would be easy now, and entirely understandable, for all of us who have worked for this program to sit back awhile and rest on our laurels, to savor the fruits of our successes. But that would be the biggest mistake we could make.

The 1973 legislature did many things to advance the cause of public education in North Carolina. But in one major instance it could do only half the job. I refer to the proposed $300 million bond

issue to help finance new and improved educational facilities throughout our state. The legislature did its part by voting almost unanimously to place this bond question before the voters of our state on the November 6 ballot. Now it is up to us to finish the job, to make sure that the people who go to the polls give their approval to this proposal. Yes, the pendulum has swung our way. Yes, all the signs do point to an affirmative vote on November 6. No, there does *not* appear to be any substantial organized opposition to the bond issue. But if we allow ourselves to be complacent, if we leave the outcome of this all-important referendum to the fates or to others, then we will be doing a great disservice to ourselves, to our schools, and to all the young people of North Carolina, now and in the years to come.

We know the need exists for these funds, but we cannot take it for granted that this knowledge is shared by all of our people. We know this need will become greater as North Carolina continues to grow, but does everybody? You had a message to take to the General Assembly, and you delivered it well. Now you have a message to take to the people, to the parents of your pupils, to the PTA members in your community, to the community as a whole. You need to show them what the needs are in your community and what these bonds will do to help fill those needs. You need to show them the consequences if this money is not made available. You need, all of us need, to help the school bond campaign committee get across to the people the fact that this bond proposal is a fiscally responsible way for our state to assist the local communities in meeting their school building needs.

All of us who support public education in North Carolina, who want to see it continue to progress and improve in carrying out its unique mission, have a responsibility and an obligation to see this proposal adopted by the voters of North Carolina on November 6. We have an obligation and responsibility to do everything necessary to make this campaign a success, including making certain that the campaign committee is given adequate financial support to fulfill its mission. We have less than a month to do the job. I am confident that it will be done.

Before I close, let me reaffirm my support of you in your continuing efforts to work for better education of North Carolina's children. Let us show the taxpayers of North Carolina that the money they invest in our schools is being spent wisely and well. Let us show the parents of North Carolina that the children they entrust to us are being educated wisely and well. It is not just enough

for us to say that our tax dollars are being spent well; we've got to *show* that they are. It is not just enough to say that our children are being given a good education; we've got to *prove* that they are.

We have taken a giant step in the right direction. The tide is with us. But our battle is far from over. We must rededicate ourselves to the goal of a quality education for every child in North Carolina. Today, let us dedicate ourselves to showing the people of our state why they should vote "yes" to the school bond issue on November 6.

SUMMARY OF REMARKS AT NORTH CAROLINA AWARDS CEREMONY

RALEIGH, OCTOBER 17, 1973

[Winners of the 1973 awards were United States Sen. Sam J. Ervin, Jr., who was recognized for his public service; Kenneth Ness of Chapel Hill, who became a Carnegie Resident Artist at the University of North Carolina at Chapel Hill in 1941, resident artist and associate professor in 1943, and professor of art in 1949, for fine arts; Helen Smith Bevington of Durham, who had taught at Duke University and was noted for her courses in creative writing, literary criticism, and English literature as well as her own literary works, for literature; Burke Davis of Williamsburg, Virginia, a newspaperman who became military, historical, and public relations director for Colonial Williamsburg, novelist and biographer, for literature; and Ellis Brevier Cowling of Raleigh, professor of plant pathology, forest, wood, and paper science, North Carolina State University, who was noted for his work on nitrogen metabolism in the wood-destroying fungi and biochemistry of wood decay and many scientific discoveries, for science. The governor also participated in North Carolina Awards ceremonies held on October 23, 1974; October 22, 1975; and November 17, 1976.]

For ten years, Governor Holshouser said, North Carolina had been honoring citizens for "notable accomplishments in scholarship, research, the fine arts, and public leadership." The North Carolina Award was the state's highest honor. With the state seal on one side of the medal and a scroll with the words "Achievement is man's mark of greatness" on the other, the design conveyed a North Carolina message, according to the governor. Because of North Carolinians with vision, the state was the first to have a state-supported school of the arts, a state-supported symphony, a state art museum, a permanent art gallery for the blind, and a

symphonic drama. A state-supported zoo was being planned, the governor added.

As Governor Holshouser congratulated the winners, he said, "It defies the imagination to think of what Tar Heels can and will contribute in the future."

ANNOUNCEMENT ON DISSOLUTION OF NEW PERSONNEL TEAM

RALEIGH, NOVEMBER 5, 1973

[Governor Holshouser had established a special personnel team to screen and recruit potential state employees. This team had been subject to a great deal of criticism on the part of state employees.]

I have felt from the beginning of my term that some method of supplementing the normal governmental process of screening and recruiting people for potential state employment would be desirable. I still have that concern. We established this new personnel process with the best of intentions. However, it has been misunderstood by many, including some members of the General Assembly; and I do not believe it can function properly in this climate. Through the work of this group, there have been a number of examples of potential state employees who had serious personal problems that may not have come to our attention in any other way. On the other hand, this process has brought to our attention a number of highly qualified people to fill positions in state government.

Nevertheless, I have said consistently that it is important that government today not only do the right thing but also that it always give the appearance of trying to do the right thing. This is especially important since I believe public confidence and trust are essential parts of the foundation on which government must stand. Since there has been some misinterpretation of the function and need of the personnel team, I have asked each cabinet secretary to reassign these nine men within their departments. Each of these men is capable, and we want to retain their abilities in this administration. Meanwhile, we are making an immediate study to find the best possible methods to assure the people of North Carolina that well-qualified people, dedicated to the goals for which I was elected and to which I am committed, will be employed by the state government under this administration."

FIFTIETH ANNIVERSARY OF BURLINGTON INDUSTRIES

BURLINGTON, NOVEMBER 6, 1973

[Governor Holshouser spoke at a number of events in 1973 marking the growth of industry in North Carolina. On March 22, at a news conference at the State Capitol, he announced that the Firestone Tire and Rubber Company, which had had manufacturing facilities in North Carolina since 1935, had selected a North Carolina site for the construction of a new plant for the production of automobile radial tires. The 485-acre site was located on U.S. 301 north of Wilson. On August 14 the governor made brief remarks at an announcement meeting, held at the Howard Johnson restaurant in Dunn, concerning plans of the Powell Manufacturing Company of Bennettsville, South Carolina, to construct a plant on a 23-acre site bordering U.S. 301, a half mile north of Dunn. The facility would permit the manufacture of a tobacco combine every two hours; the project would represent an investment of more than a million dollars. Later the same month, on August 23 at a luncheon held at the Raleigh Woman's Club, welcome was extended to the Johns-Manville Corporation, which was planning its third North Carolina facility, a new pipe plant to be located at Butner. In his remarks the governor called attention to the fact that the company planned to triple the plant within five years and that it already represented an investment of $3.5 million.

On July 27, 1973, the governor spoke at the formal opening of Burlington Industries House Furniture Division Plant in Robbinsville. In that speech and in the following remarks, he paid tribute to one of the giants in North Carolina industry.

Other industrial speeches are published or referred to elsewhere in this volume.]

One of the most enjoyable things I've done since becoming governor ten months ago is welcoming new industry to North Carolina. I have had the opportunity to perform this pleasant task a number of times, and I expect to do it many more times before my term ends.

It has been especially gratifying to see new industrial prospects choose to locate their facilities in areas of our state where jobs and an economic helping hand are most needed. For it is the objective of this administration to work for balanced growth where growth is needed, not where it is becoming or will become a problem to our environment and way of life.

But in all our efforts to point out the advantages of North Carolina to companies outside our state, and even in other countries, we're also constantly encouraging our own, home-grown

companies to expand right here in our state; and we don't ever want to have it appear that we are taking for granted the great contributions that are being made everyday to the economy and spirit of North Carolina by our own people. And one reason I am here today to help Burlington Industries celebrate your fiftieth anniversary is to say "thank you," "thank you" for all you have done for North Carolina and her people.

This is one of the world's great corporations; one of the most honored names in one of the world's most essential industries. And just think, Burlington Industries was born right here in this city a half-century ago. We want you to know how much we appreciate you and all the reasons why we do.

We are grateful to Burlington Industries because you are North Carolina's largest employer, providing jobs for approximately 44,000 people working at eighty-five operations in forty-nine locations. We are grateful to Burlington Industries and all the textile industry for providing more jobs for North Carolinians than any other industry. We are grateful to Burlington Industries for the prominence you have given our state and this community throughout the world.

Recently, I read with a great deal of interest and enjoyment some old news clippings telling how J. Spencer Love[1] and the Alamance County community got together back in 1922. You know, we're constantly looking for new and better methods to attract industry to our communities. The story of the founding here of Burlington Industries is a classic case of a community going an extra mile to attract an industry and to support it through the years. It is a story that shows us that while we may continually develop new and more sophisticated methods of bringing together industry and a community, while communication, transportation, and other tools may constantly improve and change, success still depends on such basics as community spirit, enthusiastic, energetic leadership, and a potential labor supply of dedicated, hard-working people.

Mr. Spencer Love was one of a long line of people from other regions of the country who were to come South looking for business opportunities and found just the right place in North Carolina. Meanwhile, Burlington was in the market for a new industry and had just what it took to attract Mr. Love's attention. It was the beginning of a kind of a "love affair" that grew stronger and warmer and deeper with every passing year.

There have been many memorable and meaningful milestones in the history of this company. But they all add up to a story of almost

continuous growth and expansion. This has happened because the fortunes of Burlington Industries have always been guided by people of vision, dedication, and skill—men such as the late Mr. Love, Charles Myers,[2] and Horace Jones.[3]

This growth and achievement has happened because Burlington Industries has always been in the forefront of giving the people of the United States (and much of the world) superior products. It has happened because the company has always been on the move, adding new lines of products to meet consumer demands and needs and constantly upgrading its marketing techniques.

Since 1924, when your original plant here began pioneering efforts in rayon bedspreads, the name "Burlington" on a product has meant that it could be purchased with the assurance of high quality. And Burlington Industries has grown and prospered over five decades because it has always had employees who gave their best to their work, who had an interest in their company and its products. This hasn't just happened, either. Burlington Industries has dedicated employees because Burlington Industries cares about its people.

Last summer, an editorial appeared in the *Textile World* magazine describing some of the reasons why Burlington Industries is something special beyond the fact that it is the biggest textile company in the world.

Let me quote some of the editorial to you:

> In the 23 plants TW visited and the countless interviews, one thing stands out and stands out strong: Burlington employees are enthusiastic about their company, its honesty, its feelings about them, and its future.
>
> This is rare in a time of alienation of much of society from "big business." Such enthusiastic endorsement blunts the new work ethic.

The editorial went on to quote a few employees of this company.

Said one worker: "There's no 'village' feeling at Burlington. No different sides of the tracks. There is no gap between wage and salary people."

Said another: "Burlington is a personal company." And another: "Mr. Myers knew my name in just six months." And still another Burlington employee said: "I came to work in 1938. I was only going to stay six months. I had another job cooking. But Burlington gets to people, and it's the personal touch that's kept me here ever since."

The *Textile World* editorial added that almost all the employees interviewed spiced their comments with the words: "I think we're the best."[4]

That's pride. That's what business should be all about. Burlington Industries is definitely big business, with sales expected to reach $2 billion this year. But it has never become so big that its workers became mere numbers.

It has always been a company that cares about its people, the communities where it locates, its state, and its country.

Just recently we completed an efficiency study of state government which I believe will mean a great deal to the taxpayers and citizens of North Carolina for years to come. This study was financed and carried out through the generosity of the North Carolina business community. Burlington Industries, as usual, was right up there in the forefront of this important public service effort. You gave us on loan some of your top people, and they gave us the same kind of dedication and devotion that characterizes every member of the Burlington Industries team.

I began by talking about why we in North Carolina are grateful to Burlington Industries. I think you have the idea now what I mean. But before closing let me emphasize that we are especially grateful that Burlington Industries has always kept North Carolina first in its heart.

You're now a worldwide company, a company spanning five continents. But you still employ more people at more installations in North Carolina than anywhere else. You constantly are locating new plants within our state, providing jobs and fulfilling hopes and aspirations in communities which need an economic helping hand. You have been and are being a good corporate citizen of North Carolina in every conceivable way, including spending the funds necessary to protect our essential air, water, and the total environment.

And North Carolina still is "home" to Burlington Industries. As *Textile World* magazine put it, you are the "world-beater." You're number one in your field.

Those of us who work and live for the day that North Carolina will be number one among the states know that when we achieve that goal, we will do so because of people such as the many men and women who put Burlington Industries on top. Your fiftieth anniversary is truly a golden occasion for our state. But I am sure that your best years, like the best years of North Carolina, are still

ahead of you. I look forward to sharing with you an even brighter future for Burlington Industries and for North Carolina.

[1]James Spencer Love (1896-1962), native of Boston; corporate executive of Greensboro; B.A., Harvard and Graduate School of Business Administration for one year; World War I veteran; moved to North Carolina to work for Gastonia Cotton Manufacturing Company which he and others purchased; organized Burlington Mills Company in 1923; company expanded through the years, buying many other industrial concerns. Marjorie Dent Canlee (ed.), *Current Biography Yearbook, 1957* (New York: H. W. Wilson Co., 1957), 333, hereinafter cited as *Current Biography Yearbook*; see also Charles Moritz (ed.), *Current Biography Yearbook, 1962*, 270.

[2]Charles Franklin Myers, Jr. (1911-), corporate executive, native of Charleston, West Virginia, resident of Greensboro; A.B., Davidson College; M.B.A., Harvard; in banking before joining Burlington Industries in 1947, president, 1962-1968, and chairman and chief executive officer, since 1968. *Who's Who in Finance and Industry, 1974-1975* (Chicago: Marquis Who's Who, Eighteenth edition, 1973), 606, hereinafter cited as *Who's Who in Finance and Industry, 1974-1975*.

[3]Horace C. Jones (1916-), business executive of Philadelphia, educated Princeton; vice-chairman, board of directors, Burlington Industries. *Who's Who in Finance and Industry, 1974-1975*, 428.

[4]L. A. Christiansen, "Burlington at 50: still sensitive to people," *Textile World*,123 (June, 1973), 15.

NORTH CAROLINA COUNCIL OF WOMEN'S ORGANIZATIONS

RALEIGH, NOVEMBER 8, 1973

[A luncheon meeting was held by the Council of Women's Organizations at the Royal Villa Inn. Governor Holshouser, in this address, noted his appointment of members of minority races and of women to various responsibilities in state government.]

Last night we heard President Nixon describe the very serious energy crisis facing our nation and the steps he is proposing to deal with this crisis. In the very near future I will be discussing the energy situation in North Carolina. But today I want to talk to you about another subject, another type of energy.

Like the energy that heats our homes, powers our cars, and keeps our factories running, the energy supply I want to talk about has been and is being wasted in North Carolina. But unlike electricity, gasoline, fuel oil, or natural gas, the resource I will discuss is not in short supply, nor will it be in the foreseeable future. I refer to our most precious resource of all, our people.

When I was inaugurated as governor of this state on January 5, I made several pledges to the people of North Carolina. Among the

promises I made was that we would have a full partnership for all North Carolinians. I promised that we would have more involvement of the black community, of the Indians, of young people, and of women in the affairs of this state. I established this as one of the first and most important goals of this administration because for too long, too many people in our state have been on the outside looking in. For various reasons, the blacks, the Indians, the young people—and yes, the women—have not had a full opportunity to contribute to the government of this state.

In varying degrees, depending upon which of these groups you're talking about, the same statement can be applied virtually across the board—to education, business, industry, or whatever. I am not here today to discuss why this has been so. I'm not going to try to assess the blame or examine the causes. The point is, human talents, abilities, and skills have been wasted. And this is the worst kind of waste of all. Nowhere in North Carolina has this waste of a precious resource, of unlimited energy, been more obvious than in our own state government. And nowhere is it more needed. Far too few blacks, Indians, and women, and to some extent young people, have been given the opportunity to give their talents and abilities to meaningful, well-paying positions in state government. Far too few women, blacks, Indians, and young people have been given a chance to contribute to the formulation of state policy through service on important boards and commissions or in high-level, policy-making positions. This is not fair. It is not fair to the people in these groups. But, more than that, it is not being fair to the entire state of North Carolina, to all our people.

The citizens pay for state government. They are paying for a government whose programs and policies affect their lives and the lives of the taxpayers to come. If state government does not hire the best, most qualified people available, *all* the taxpayers are shortchanged. If talented or skilled people are not allowed inside state government because of their race, age, or sex, *nobody* who is paying for state government or receiving its services is getting a fair shake. That's just plain dollars and cents common sense. If there is to be the full partnership I promised for all North Carolinians, if state government is to reflect truly the will and thinking of all its people, then all segments of society must have a chance to contribute to the important decisions that are made.

It has been a little over ten months since I made my inaugural pledge to give North Carolina this full partnership. There is still a long way to go. But I believe that much progress has been made,

and we are moving firmly toward that goal. From the very beginning it was this administration's policy actively and aggressively to find talented people from all these groups to fill positions of responsibility and importance, including both paid jobs and positions of voluntary service. I appointed Dr. Larnie Horton,[1] a black educator and clergyman, to my personal staff, making him North Carolina's first special assistant to the governor for minority affairs. Mrs. Grace Rohrer[2] was appointed secretary of cultural resources, making her the first woman to serve in a cabinet office. Dr. Renee Westcott[3] was named director of social services, making her the highest-ranking black woman ever to serve the state of North Carolina.

I will leave for another time an accounting of our record in opening up opportunities in state government for blacks and Indians. Since I know you are especially interested in what is happening concerning women in government, I want to talk with you a little more on that subject today. Since this administration took office, 126 women have been hired for positions with salaries of approximately $9,400 or more in the Department of Human Resources alone. These are jobs generally classified as administrative positions.

In the Department of Revenue there are five women in administrative positions. All five have been appointed this year. We have employed four women in administrative jobs in the Department of Cultural Resources, eleven in the Department of Natural and Economic Resources, three in the Department of Transportation, fourteen in the Department of Social Rehabilitation and Control, twelve in the Department of Administration, and two in the Department of Military and Veterans Affairs. Since the first of the year, 54 percent of all employees hired for positions paying over $9,400 in the Division of Vocational Rehabilitation Services have been women and 19 percent have been members of racial minorities. At last count, I had appointed forty-five women to various boards, commissions, and councils spanning the full gamut of state government functions. These include some previously male domains. For example, Mrs. Isabel Holmes[4] of Wilmington became the first woman to serve on the old Highway Commission and has since become one of the original members of the new Board of Transportation. Not one but two women, Mrs. Barbara Deverick[5] of Lenoir and Mrs. Anne Hickman[6] of Winston-Salem, were placed on the Board of Conservation and Development.

Other women of ability have been placed on the Commission on

Indian Affairs, the State Board of Mental Health, the State Board of Agriculture, the Board of Youth Development, the North Carolina Drug Authority, the State Personnel Board, the State Board of Education, the State Board of Social Services, and numerous other boards and commissions since this administration took office. We have named women to the board of trustees of university branches, community colleges, and technical institutes.

But we're not going to stop with just making appointments. Several weeks ago I appointed an Equal Employment Opportunity Task Force. Its purpose is to develop an effective and workable affirmative action program for women, the handicapped, and minorities to assure that they will be provided equal employment opportunities in our state government. This task force is headed by Dr. Horton. It has twenty-three other members, representing various state agencies under the control of the Governor's Office and still others headed by elected Council of State officials.

This task force has been given five objectives. They are:

Number one, to involve representatives from each department, higher education employees associations, and private industry in the development and implementation of equal employment opportunities.

Two, to review personnel policies and procedures relative to hiring of women, the handicapped, and minorities in state government, and to recommend appropriate personnel policies and procedural changes where necessary.

Three, to develop comprehensive programs in each department to establish an atmosphere of tolerance and goodwill among the races in state government.

Four, to assemble and disseminate data relative to minorities, women, and the handicapped in state government.

Five, to identify and isolate barriers that exclude members of all of these groups from state government employment, and to recommend ways and means that these barriers may be overcome.

This task force is hard at work. Recently, it sponsored a two-day seminar here in Raleigh. Officials of the U.S. Civil Service Commission were among the speakers in that program. I expect the task force to complete its studies and make its report to me by early next year.

In the meantime, Mrs. Barbara Lansche[7] has been designated by the Office of State Personnel to work specifically with the placement of women in state government. Mrs. Lansche is a member of the Personnel Office staff and also is a member of the task force.

I believe that affirmative action and programs such as these have been long overdue. Women such as you who are here today and the thousands you represent have done wonders for the state of North Carolina through the work of your various volunteer organizations. Women can perform still more wonders for our state through government service if we just give them the opportunity.

The record is far from perfect. But with your help, we are going to reach the goal.

[1]For identification, see page 71.

[2]For identification, see page 69.

[3]For identification, see page 72.

[4]Isabel Stellings Holmes (Mrs. E. O. Mayo, Jr.) (1925-), native of Wilmington; A.B., University of Georgia; former employee of Army Map Service in Washington; first woman highway commissioner, sworn in January, 1973, and in July, 1973, became first woman in Board of Transportation; July, 1974, named first woman in position as deputy secretary of transportation; served until appointment to State Parole Commission, effective July 1, 1975. Isabel S. Holmes to Memory F. Mitchell, May 14, 1975; news release of Governor Holshouser, June 24, 1975.

[5]Barbara Holsclaw Deverick (Mrs. Percy) (1923-), of Lenoir; manager, Organizational Planning and Personnel Services, Blue Ridge Electric Membership Corporation; educated, Universities of North Carolina at Chapel Hill, Michigan; 1973 assignment for USAID in Bolivia; active civic leader. Barbara H. Deverick to Memory F. Mitchell, August 23, 1975; news release of Governor Holshouser, June 8, 1973.

[6]Anne K. Hickman (Mrs. Malcolm Vance) (1919-), from Winston-Salem; formerly employed by New York Central Railroad; later made service representative for Penn Central Transportation Company in Sales Department, Winston-Salem; first woman named to Commerce and Industry Committee, Department of Conservation and Development; active in many Forsyth County and North Carolina organizations. Anne K. Hickman to Memory F. Mitchell, May 8, 1975; news release of Governor Holshouser, June 8, 1973; Motor Vehicles information.

[7]Barbara Wood Nexsen Lansche (Mrs. John Elmer) (1946-), native of South Carolina; A.B., Coker College; former teacher in Virginia; administrative posts at Coker and Converse colleges prior to joining North Carolina Office of State Personnel. Barbara N. Lansche to Memory F. Mitchell, May 23, 1975.

GROUNDBREAKING FOR SOUL CITY

SOUL CITY, NOVEMBER 9, 1973

[The dream for Soul City failed to materialize; and for several years after groundbreaking, the whole project was in turmoil. Investigations made by reporter Pat Stith of the Raleigh *News and Observer* showed that millions of dollars had been poured into the project with little visible return. Subsequent investigations made by the North Carolina Department of Administration and eventually an audit by the General Accounting Office in Washington revealed similar results. Continued applications were made for additional financial assistance despite lack of activity at Soul City. The story of the ups and downs of Soul City are too

long and detailed to be summarized here, but citations given below reveal some of the troubles of the new city as reported in the Raleigh press. "Soul City: A Tangled Web," *News and Observer*, March 2, 1975; "Party-Switch Threw Funds Into Project," *News and Observer*, March 3, 1975; "Plans to Probe State's Funding of Soul City," *News and Observer*, March 5, 1975; "GAO Hits Handling of Soul City Funds," *News and Observer*, December 17, 1975; also see *News and Observer* for March 6, 9, 16, 21, 27, and April 11, 23, May 3, June 10, July 29, December 17, 18, 22, 1975; January 31, February 3, April 2, 7; June 5, July 31, September 29, October 19, 20, 1976; *Raleigh Times*, December 18, 1975.]

There are those who say that there is nothing new under the sun, that there are no new worlds for man to conquer on this planet. They should be here today.

We have come to this pleasant site to break ground for the first building of a brand new city. In this day and age, that alone makes this a noteworthy event for the state of North Carolina. But Soul City is far more than just another city. Soul City is a tribute to man's ability to dream new dreams and to put those dreams to work. Soul City is a whole new concept in city planning. It is a new step in man's desire to build a better life for himself and his children. It is a new milestone in our nation's constant search for better human relations.

There is a spirit in the air here today, a spirit that has surrounded this project since those early days when it was just a vision shared by a few. It is a spirit of pioneerism, the same sort of spirit that has inspired men to open up frontiers, to go where man has never gone, to do what man has never done.

The spirit that has inspired Floyd McKissick[1] and his associates in his project is the same spirit that gave motivation to Christopher Columbus, to Daniel Boone, to the Wright Brothers, to the men who took us to the moon. There were those who said that Soul City would never be anything but a dream, an idea on paper.

This land we stand on today was once the site of a plantation that depended on the labor of slaves. It is significant of how far we have come that Soul City is being built here as a "free standing" community with its own industrial base to be developed by black-controlled corporations but to be open to people of all races.

Perhaps some of the men and women who will make their homes, who will build their lives in Soul City will be descendants of some of the very men and women who toiled on the old Satterwhite plantation. Many of Soul City's citizens are certain to feel a spiritual kinship with those slaves.



Governor Holshouser was photographed with Floyd McKissick, June 10, 1974.

Floyd McKissick knows how far the black people of America have come. He has been in the line of march, on the firing line, in the trenches, at the forefront of their struggle for equality, for dignity, and for a better way of life.

When Floyd McKissick saw the Satterwhite plantation back in the late 1960s, he did not see just a symbol of the slavery of the past. He saw an area of his native state which was badly in the need of an economic shot in the arm. He saw an area where more than half the black people were making wages below the federal poverty level. He saw many young black people moving away from this area, going to other areas and other states in search of jobs and often finding disillusionment and unhappiness. But he saw more than even those things. He saw Soul City. He saw this land not just as a symbol of how far his people had come but where they needed to go and one way to get them there.

But there are always dreamers. Real achievement comes only for those who have the drive, the determination, and the courage to make their dream a reality. The idea of this new city captured the imagination of many people. So deep was the commitment to this project and so firm was the belief that it was going to happen that

the enthusiasm and determination of those who dreamed this dream was contagious. This project has been supported by our federal government. It has had the blessings and assistance of our state government under two administrations. Many private citizens have given it a helping hand. Slowly but surely, those who doubted Soul City have become believers.

The eyes of America have been watching this site, waiting to see what would happen. The eyes of this nation are on Soul City today because history is being made here. This moment *is* one of historic proportions, and I congratulate each and every person who had a hand in making this day possible.

I look forward to coming back, to seeing this first facility in operation and to seeing thousands of happy and productive people living and working together in our newest North Carolina city. Let Soul City be a lesson for all of us that man can go as far as his dreams take him so long as he is willing to work to make those dreams come true.

[1]Floyd Bixler McKissick (1922-), native of Asheville; educated, Morehouse College in Atlanta, and B.A., North Carolina Central University, Durham; first Negro to earn LL.B. at University of North Carolina at Chapel Hill; lawyer; World War II veteran; active in NAACP; worker in Congress of Racial Equality; involved in civil rights and integration movements; elected national chairman, CORE, 1963, and named national director, 1966. *Current Biography Yearbook, 1968*, 238-241.

SUMMARY OF SPEECH AT GROUND-BREAKING CEREMONY, NEW NURSING WING NORTH CAROLINA JEWISH HOME FIFTIETH ANNIVERSARY, NORTH CAROLINA ASSOCIATION OF JEWISH WOMEN

CLEMMONS, NOVEMBER 11, 1973

The annual meeting of the North Carolina Jewish Home was held at 1:30 on November 11, followed by a ground-breaking ceremony at 3:00. At that time Governor Holshouser paid tribute to the North Carolina Association of Jewish Women and the North Carolina Association of Jewish Men. They had founded this home for older citizens; and since its opening in 1965, those who had lived there had found "life fuller and more meaningful." The skilled and loving staff, the planned activities, the good things going on at the home provided a noteworthy example. The governor observed that too many older people were neglected, that many were confined to

mental institutions for want of a place to go. He referred to action on the part of the Department of Human Resources of removing from mental hospitals those elderly persons who did not need psychiatric treatment. Even for many of those who did need such treatment, the alternative of small family care homes in their own communities, with planned activities, was desirable. Governor Holshouser called for the development of more community resources, for more volunteers, for cooperative planning and action. He closed by congratulating the founders, sponsors, residents, and staff of the North Carolina Jewish Home.

SUMMARY OF STATEMENT AT NEWS CONFERENCE ON ENERGY CRISIS

RALEIGH, NOVEMBER 13, 1973

Governor Holshouser, discussing the energy crisis, recalled a memorandum of April 16 when Secretary of Administration Bill Bondurant had called for a 10 percent reduction in fuel consumption on the part of all state agencies and institutions which operated physical plants. He further recalled the establishment of an energy crisis task force the preceding spring, the August establishment of a full-time energy office, and his September appearance before the Federal Power Commission in Washington.

The governor, in this statement, discussed North Carolina's response to President Richard Nixon's energy message of the preceding week. Holshouser had issued a memorandum to executive cabinet members outlining energy saving steps: reduction of temperature levels in state-owned and state-leased office buildings to an average of 68 degrees; use of compact cars in the State Motor Pool insofar as possible; reduction of highway speeds to 50 miles per hour in state-owned vehicles; purchase of additional compact cars for the State Motor Pool, with a goal of 75 percent compact and 25 percent full-size cars and station wagons; and formation of car pools by state employees.

The governor explained that, though the major electric utilities in the state depended primarily on coal and nuclear power, there could be problems later in the winter if there were inadequate supplies of coal. He challenged North Carolinians to conserve electricity.

Citing examples already taken to conserve energy, the governor referred to the Division of Highways, which was purchasing compact cars; to the Department of Public Instruction, which had

already prepared a list of thirty-six energy-saving ideas for the public schools; and to state institutions which were reducing the temperature of hot water, installing locks on thermostats, and upgrading insulation.

State government needed to set a good example as well as conserve energy, according to the governor. He promised to reduce the speed limit on all North Carolina highways, effective December 1, to 55 miles per hour in accordance with President Nixon's recommendations. He said he planned to ask the legislature to establish the energy office as a permanent division of state government.

Governor Holshouser took this occasion to announce the appointment of Tenney I. Deane, Jr.,[1] to a vacant seat on the State Utilities Commission, an important agency in the field of energy. Deane, whose term would expire July 1, 1981, had formerly served as North Carolina's secretary of commerce. He was sworn in as a member of the Utilities Commission following the news conference.

The future was full of uncertainty, the governor observed, with gasoline and fuel oil rationing and school closings a real possibility. He pledged the full resources of state government to keep homes warm and places of employment open and in operation during the winter months, but he urged every citizen to feel a personal responsibility to do his or her part. People of the United States had always made necessary personal sacrifices when needed, and he concluded by saying, "I am counting on the people of North Carolina to respond to this crisis in the true American spirit."

[1]Tenney Ingalls Deane, Jr. (1937-), native of Florida; B.A., Davidson; Army veteran; insurance business; became secretary of commerce, January, 1973; appointed to Utilities Commission, November, 1973. *North Carolina Manual, 1973*, 530, 532; "New Secretaries Sworn In," 25; "The Utilities Commission," *We the People of North Carolina*, XXXIII (August, 1975), 20.

STATEMENT ON FOREST FIRE SITUATION IN NORTH CAROLINA

RALEIGH, NOVEMBER 16, 1973

I have been advised by the North Carolina Forest Service and the North Carolina Wildlife Commission that the forest fire situation in central and eastern North Carolina has reached a very dangerous stage. If drought conditions continue, the situation will become critical.

With the opening of quail and rabbit season tomorrow (Saturday, November 17), I strongly urge hunters and other persons

engaged in woodland activities to be extremely careful while in the woods. There have been over 300 forest fires during the last three days, including a major fire in Pender County burning some 3,000 acres. Presently over 100 men are engaged in controlling this fire.

It is important that persons working or hunting in the woods at this time exercise great caution, and I suggest that they not smoke or even carry matches while in the woods. Burning permits have been canceled; and no open fires, or burning of any type, are allowed within 500 feet of forest land. Unless fire conditions improve it may be necessary to close the woodlands of North Carolina to hunting, fishing, and other forms of outdoor recreation or non-essential use during the danger period.

STATEMENT ON SPEED LIMIT CHANGES

RALEIGH, NOVEMBER 26, 1973

[The reduction of the speed limit, brought about because of the energy crisis, resulted in increased highway safety. Statistics were to prove that the death toll from highway accidents was lowered appreciably as a result of the new speed limit.]

While it appears that between now and the end of December federal legislation will, in all probability, reduce speed limits across the country to 50 miles per hour, we cannot afford to wait for that action to come. It is obvious that the energy crisis is real and that every effort we can make at the state level will simply mean there is a better chance for saving North Carolina jobs by avoiding plant closings.

We held up momentarily on the posting of the speed limit signs to make sure that all our signals were straight. After conferring with people in Washington this morning, we are going ahead with the legal speed limit reduction to 55 miles per hour as of Saturday morning, December 1.

FILM ON TRADE MISSION

RALEIGH, NOVEMBER 26, 1973

[The following message was filmed in the Governor's Office as part of the efforts of the Commerce and Industry Division of the Department of Natural and Economic Resources to encourage foreign trade and investments with and in North Carolina. At the conclusion of his remarks, the

governor introduced Mr. Thomas B. Broughton, director of the division, who served as moderator of a panel of North Carolinians who had participated in the European trade and industrial mission carried out a few weeks earlier. The film was aired over UNC educational television stations on December 3 at 7:00 P.M.]

It is a pleasure for me, as governor of North Carolina, to appear on this program and share with you some of my thoughts on world trade and joint business ventures as they affect our state.

In September, 1973, a group of North Carolina trade and industrial missions visited several countries in Europe. We went as far as Moscow, investigating trade potential for North Carolina companies.

Prior to this trip I had read and heard of a growing interest overseas in buying goods and products from the United States. I had also heard of the growing interest in Europe for investments in the United States, including joint venture arrangements with companies in our country. Our missions convinced me that what I had heard was true. Through personal meetings with European business and industrial leaders, plant visits, and in other ways, I found a genuine and active interest in a very wide range of American products and an equal interest in many types of investments in our country.

The U.S. Department of Commerce has reported that America's financial accounts with the rest of the world are returning to good health. As an example, the third quarter of 1973 showed a record of over $2 billion surplus in the overall balance of payments. This was the largest quarter surplus recorded since 1960 when these statistics were first kept. During that same third quarter exports exceeded imports by $783 million. Although a full calculation has not been made, it is obvious that the volume of overseas investments in the United States, during the third quarter, was substantial and that these investments are rising.

Some North Carolina firms are participating in this rising volume of U.S. exports and some are negotiating in joint ventures. We know, however, that many more can participate; and I hope that this program will encourage many of you to investigate the possibilities for your companies.

NORTH CAROLINA DIVISION OF SCHOOL SUPERINTENDENTS

DURHAM, DECEMBER 4, 1973

[The winter conference of school superintendents was held at the University Ballroom at the Durham Hotel.]

There's an old saying that it is always the darkest just before the dawn. I don't think I have to explain to you here today what that saying means. I think you know from experience, very recent experience. We have just gone through a dark period for public education in North Carolina, a period when voices of doom and gloom were saying that our public schools might be finished, washed up. I know there must have been times when some of you were beginning to wonder if you were in the right profession, if your schools really could survive. I know there must have been times when some of you were on the verge of giving up and getting out.

But you didn't. You knew, as most of us knew deep down in our hearts, that our system of public education was a precious thing worth preserving, that it was worth working for and fighting for to save and make better for our children and the generations to come. We knew, deep down in our hearts, that there was light somewhere down there at the end of the tunnel. And there was. The darkness has lifted, and in its place a new day has dawned for education in North Carolina.

In the place of gloomy predictions and deep pessimism, we now find ourselves in a rare time in the history of our state, a time when there is so much positive evidence of support of our schools. Just look at what has happened in the last twelve months: the full commitment to a statewide kindergarten system; an extended term for school personnel in recognition of their need for extra days to prepare to do a better job of teaching our children; a substantial improvement in retirement benefits for teachers and school administrators, giving us one of the best retirement programs in the country; and a reduction by law in class sizes.

All of these things, all of them in addition to a substantial increase in teachers' salaries, were accomplished as a result of actions taken by the 1973 General Assembly. The legislature spoke loudly, clearly, and constructively in proclaiming support for our schools. And the people of North Carolina spoke even louder in November when they went to the polls and overwhelmingly approved a $300

million bond issue for use in meeting school construction and renovation needs all across our state.

If there was any doubt in anyone's mind that public support of schools was on the upswing, it was erased by that resounding vote of confidence. It came, along with the approval of local bond issues in several communities, at a time when numerous bond proposals around the country were meeting hard public resistance and going down to defeat. This darkness-to-dawn transition for our schools didn't just happen, of course. It happened because a lot of people were determined to make it happen. It happened primarily because of the loyalty and dedication of the professional educators in our state. We would be making a grave mistake if we interpreted public support to mean total public satisfaction. The people, through their legislators and by their votes at the polls, are giving us the opportunity to have better school programs and better school facilities for one simple reason—because they want a better quality education for our children. We must prove that this confidence is justified. We've got to take this opportunity and make the most of it. We must accept this challenge the people have given us.

In the minds of some people, "accountability" is a bad word. But it goes hand in hand with opportunity. I am convinced the people of North Carolina are going to continue to support our efforts to improve our educational programs for our children so long as we show them that their tax dollars are being well spent to give a quality education to all of the children of North Carolina.

The people won't just take our word, either, that their children are getting "quality education." They will continue to support better school buildings, higher teacher pay, public kindergartens, extended terms, and all the rest only if they have some indications these advancements are producing tangible results.

For instance, a recent study showed that North Carolina sixth graders trailed the national average by as much as a full school year in handling simple fractions. An earlier study of our sixth graders showed them faring poorly in every area of academic achievement tested when compared with students in the nation and the Southeast. We've got to do better, and I'm certain that we will.

Like our schools, all our institutions, especially government at all levels, have had their ups and downs in recent years. Since I took office in January I have made an effort to open up the doors of government to the people of this state. This is an attitude that we are seeing in our educational profession as well. For example—an important example—the North Carolina Association of Educators,

your professional organization, made a personal presentation this year before the Advisory Budget Commission.

I hope this trend will continue. We now have a brand new State Textbook Commission. These twelve men and women have the tremendous responsibility of selecting and recommending to the Board of Education the textbooks which will be used in all our classrooms. These twelve people are able and experienced educators. But this is not a job for a small handful of people. I hope and urge that you will ask all of the educators in your school systems to give their recommendations, suggestions, and evaluations to the Textbook Commission. Let them know if our current texts are not adequate, or if better ones are available. This kind of input will assure that our commission is able to do the first-rate job that our children need and deserve.

I said at the beginning that our public schools have emerged from their darkest hours into the bright light of a new dawn. Now, let me speak to you for a moment about another kind of crisis we all now face—the energy crisis. I want to commend you for the extremely fine job you have done in preparing for this winter. As you know, we still have not felt the full brunt of the fuel shortages, and it may well be that you will be called upon for even greater efforts in the months ahead. Whatever the coming months bring, I know that we will be able to count on your cooperation and leadership.

Let me emphasize that word "leadership." As the energy crisis places more and greater challenges before us, the greater will become the necessity for all of us to sacrifice a little more and dig in a little deeper to bring our people through it. The educational profession is a broad and important part of that leadership of this state. How you respond to the demands of the energy crisis can be crucial in building public support for our state and our national efforts to weather this crisis. Your response can be equally critical in determining the public's attitude toward our educational leadership and hence toward our educational system in general.

Your response to the crises of the past has enabled our schools to emerge from the darkness and enter the dawn of a new era. It has brought a reawakening and a revival in public support of our schools. Let us all move with equal determination and cooperation in our responses to the energy crisis and whatever other new crises may confront our schools and our society in the crucial years that lie just ahead.

SUMMARY OF STATEMENT ON SAVING OF ENERGY

RALEIGH, DECEMBER 5, 1973

In another news conference on energy, Governor Holshouser thanked the people of North Carolina for responding as they had after his requests of November 13. Not only had people turned their thermostats down and reduced their highway speed, but they had been seeking ways to conserve fuel and help meet the crisis. After commending state officials and employees for the positive attitude they had shown, he announced that state government offices would be closed from December 22 through January 1 for the holiday period. Many state employees voluntarily took annual leave during the holidays, but in 1973 all employees would be required to take three days as annual leave, the governor explained. An estimated energy saving of 65 percent was possible by closing the state buildings completely during the eleven-day period. A savings of 12,000 to 15,000 gallons of No. 6 fuel oil would be realized at the central heating plant in Raleigh alone. Persons on emergency and essential duties would, of course, continue their normal schedule. Electric space heaters would be provided for those required to work during the time state offices were closed.

One of the real problems connected with the energy crisis was the impact on environmental standards, Governor Holshouser continued. Though environmental considerations could not be ignored, the hard realities of homes and jobs and the need for heat had also to be considered. For example, the Amerada Hess Corporation would have available a substitute fuel oil to supplement its normal fuel oil, but a high sulphur content would be noticeable. Under air quality compliance schedules being followed by the Board of Water and Air Resources, the substitute fuel could not be burned legally in North Carolina. This type of problem had to be resolved, and in closing the governor reported on his request to the Board of Water and Air Resources that action be initiated to permit emergency adjustments.

SUMMARY OF SPEECH AT NORTH CAROLINA LAND USE CONGRESS AND THE PIEDMONT URBAN POLICY CONFERENCE

GREENSBORO, DECEMBER 6, 1973

Conferences such as this one held at the Holiday Inn Four Seasons were, Governor Holshouser said, being held more and more often in the United States. Leaders and planners were realizing that they could no longer assume land would be available for all needs. The governor urged his audience to consider every viewpoint expressed by representatives of government, business, and labor. By conferences such as this, public attention would be focused on the need to develop sound plans for the use and protection of land; and the speaker urged North Carolina to develop a state policy for land use and management. Planning was, he felt "the single most important action needed in the entire area of environmental protection."

North Carolina could avoid problems faced by the highly industrialized states, but time was short. To prove the point, he referred to the urban sprawl in the Piedmont Triad and other metropolitan areas of North Carolina. Though the state still had room to grow, and though economic opportunities were needed in many sections, there had to be regulated growth with parallel environmental protection.

For the first six months of 1973 most of the money spent for industrial construction in North Carolina was spent in nonurban areas—a "first" since statistics were kept on the subject. The governor urged continuation of that trend. He briefly discussed land-use bills pending in the General Assembly; and he referred to the State Land Policy Council, which he had established by executive order.

The importance of cooperation between state and local governments was stressed. Any land-use plan had to have support at the local level; on the other hand, the state, at the appeal level, was further removed from pressures put on local officials. In his concluding words, the governor again commented on the race against time, saying "it's a race we can't afford to lose."

STATEMENT AT NEWS CONFERENCE REGARDING COMPUTERIZED CAR POOL PLAN

RALEIGH, DECEMBER 19, 1973

[In a news conference held at the State Capitol, Governor Holshouser discussed the need of conservation of gasoline and other forms of energy. He outlined a plan for car pools in the Raleigh area and explained the way the system would operate. The promised tangible benefits in the form of preferred or free parking did not materialize for most state employees. Nevertheless, many formed car pools which resulted in less traffic and saving of fuel.]

During the past several weeks, I have announced several steps that we would be taking to deal with the energy crisis in North Carolina, steps primarily concerned with the conservation of heating fuels and gasoline. Some of these actions directly affect most of our people, such as the lowering of the speed limit to 55 miles per hour on all our highways. In other cases the emphasis has been on what we could do within state government itself to reduce the drain on our fuel supplies. We have lowered the thermostats in our state buildings to 68 degrees. We have asked our employees, when they are driving state-owned vehicles, to hold their speed to 50 miles per hour on the highways. We have called upon our employees to take three days of annual leave so that we can close most of our state offices for eleven consecutive days during the Christmas-New Year's holiday period, enabling us to make substantial savings in the use of heating fuel and electricity.

I have been greatly impressed and gratified by the positive response these various actions have received from our citizens in general and our state employees in particular. As I have said on many occasions, if we are to deal successfully with the energy crisis, all of us must work together in a spirit of cooperation—the same sort of spirit that Americans and North Carolinians have traditionally demonstrated in times of crisis or emergency. I have also said repeatedly that those of us in state government have a special responsibility to go the extra mile, to make the extra effort, and to show our citizens that we *are* committed to doing whatever we can to conserve energy.

To save gasoline, we not only have asked state employees to drive even slower than the law requires when using state-owned vehicles, but we also are emphasizing the use and purchase of compact cars by the State Motor Pool. However, it is clear now that the shortage

of gasoline probably will become even more acute, and that there is a real prospect that gasoline rationing may be imposed on the federal level. Therefore, we must continue to look for ways to consume less gasoline than we have been accustomed to using.

In November we asked state employees to join together in car pools whenever possible. We also formed a committee of state employees to work with the city of Raleigh in a pilot car pool project, using computers and a city grid system. Today I am pleased to announce that we are ready to put this new plan into operation. This plan is a model of state-city cooperation. In fact, it represents cooperation by governments at all levels—local, state, and federal—the kind of cooperation we have to have if we are to solve national problems such as the energy crisis.

This new car pool system was put together by personnel in the systems management division of our Department of Administration, working with officials of the city of Raleigh, and using a computerized car pool matching program obtained from the Federal Highway Administration. To put it simply, the system is designed to introduce potential car pool members to one another. When they receive their pay checks Thursday, all 16,000 state employees who live in the Raleigh metropolitan area, including Cary and Garner, will receive a list of simple instructions, a car pool data form and a grid map of the city of Raleigh and surrounding areas. Using the map, the employees will locate the grid, or area, in which they live. This information, along with their working hours, work locations, telephone numbers, and the like, will go onto the car pool data form.

Our employees have been instructed to return these data forms to the personnel offices in the departments in which they work by January 4. During the week of January 14, a computer listing of employees living in the same grid location will be furnished to each employee who returned the completed data form. Employees then can contact one another about setting up car pools. Similar information will be obtained from all city employees and fed into the same computer.

Participation in this program will be on a strictly voluntary basis for our employees. However, special incentives, such as free parking or preferred parking locations, will be offered to state employees who participate. The details of these incentives will be worked out as we determine the number of employees participating and other essential information. However, we do anticipate that a number of

parking spaces will be opened up as car pools are formed, giving us a great deal of flexibility in extending car pool parking privileges.

Car pool participants will be issued identifying stickers for each of the cars they will be using. Even if they are required to pay a parking fee, there will be only one fee charged for each car pool. Since a car pool is defined as three or more people, this means that any participating employee is assured of having to pay only one third or less of the fee he now pays for a reserved parking space. In addition, I am asking our General Services Division to look into the possibility of setting up parking spaces and bike racks for state employees interested in riding bicycles and motor bikes to work.

We hope, and believe, that this plan will prove to be a model that will be followed by government and business throughout North Carolina. Our systems management people stand ready to provide assistance to any other communities interested in setting up their own car pool plans. In fact, requests for information and help already are coming in. We realize that we once again are asking state employees to change some of their habits, and perhaps to give up some convenience, to help in the cause of energy conservation. But I believe that this program also will bring many benefits, both to the participating employee and the community at large. Employees will save money, not only in parking fees but also in the cost of gasoline and other expenses of operating their cars. With fewer cars coming in and out of downtown Raleigh, the traffic situation should be substantially eased on our streets; and there will be that much less pollution of our air by gasoline fumes. For bus companies and others who may contemplate mass transit systems, there now will be an easy source of such information as to where state and city employees live and the hours they go to and from work.

I am excited about this plan. I believe that our employees will give it the same kind of enthusiastic response they have given to our other efforts to conserve energy. I believe that it *will* serve as a model for other communities across our state. I am especially happy that the state and the city of Raleigh have joined together to make this plan work. And now I would like to call on Mayor Lightner[1] to speak on behalf of the city.

[1]Clarence E. Lightner (1921-), native of Raleigh; graduate, North Carolina Central University and Echols College of Mortuary Science; World War II veteran; funeral director; three terms on Raleigh City Council before being elected mayor, November 6, 1973; defeated in mayoral primary race, October 7, 1975; on Board of Directors, North Carolina League of Municipalities; trustee, St. Augustine's College. *News and Observer*, November 25, 1972, November 5, 1973, October 8, 1975; Clarence Lightner to Memory F. Mitchell, May, 1975.

STATEMENT AT NEWS CONFERENCE ON ECONOMIC DEVELOPMENT FOR 1973

RALEIGH, DECEMBER 21, 1973

[This news conference was held in the State Capitol.]

The Department of Natural and Economic Resources has just completed a compilation of statistics on our economic development activities during 1973. This morning I would like briefly to review these figures. First, and most important, is the money in the pockets of the people of this state. This year, for the first time, the average annual starting wage for new jobs created by new and expanded industry broke the $6,000 mark. This average of $6,087 is an increase from $5,770 last year. The total number of new jobs created is 22,172. Capital investment announced this year also set a new record of approximately $727 million, compared to the previous high of $702 million in 1971. Last year's total was $645 million.

Looking closer at the statistics, we find that the recent strong trend for industry to locate in nonurban areas of the state has continued. This is particularly gratifying to me since one of our goals has been to bring industry to the people instead of forcing people to go to the larger cities to get jobs. Of all new and expanded industrial projects announced this year, 80 percent were for locations outside the ten largest cities in North Carolina. This progress toward nonurban industrial development continues to be bolstered by our Governor's Award program for communities of under 15,000 population.

During 1973 nearly half of the Governor's Award communities experienced either the location of a new industry or the expansion of an existing one, accounting for over $90 million in investments and nearly 4,000 new jobs. Yet even with this fine record, we must continue to look ahead. We must recognize that we can no longer continue to operate an economic development program in this state without basing it on a clearly defined economic policy. This is especially true as we face the prospect of a continued shortage of fuel and energy. We don't yet know to what extent the energy crisis will restrict our industrial development, but obviously it will be another restraint on growth that we did not anticipate a few years ago. However, the incomes of many North Carolinians are still much too low. There are still too many areas where many citizens can't get jobs paying adequate incomes.

We are working hard to overcome these problems. We have placed more emphasis on recruiting industry for rural areas, and we are working for more diversified industry. We are pushing for the development of land-use planning as a means of preparing for balanced growth and sound development. But these actions are not enough by themselves. Even raising the per capita income to a certain level is too narrow a goal on which to base policy. Certainly other states with higher per capita incomes are not free of economic problems.

What we need is a far-reaching, long-range economic development policy that is based on sound scientific research and solid information rather than guesswork or hunch. When we make a decision we need to know just what impact that decision is going to make.

We have taken the first step in the development of such a policy. This week we have signed an agreement with the Research Triangle Institute for an extensive research project that will analyze the changing structure of the state's economic environment and determine the relationship between public services, population, and economic growth.From this project we expect to have the necessary background information on which to base our decisions as to what our economic development program should be for years to come.

I am pleased with our record of economic expansion in 1973. It has been expansion within our objective of balanced growth. But I am not satisfied, and will not be, until we have provided the opportunity for all North Carolinians to have rewarding jobs suitable to their abilities and goals in life. With the right kind of policies and leadership, I believe we will reach that goal.

Our objective of balanced growth also means concern for the environment. This also has been a record-breaking year for North Carolina in this important area. In 1973 North Carolina industry has spent over $100 million in the construction and installation of water and air pollution control facilities. More than 1,000 documents have been approved, and it is obvious that industry in our state is taking seriously its obligation to keep the water and air clean.

This is not to say the job has been completed. There are still examples of work to be done. But the fact that this kind of money is being spent in this effort in North Carolina is strong evidence that we are going to win this fight.

STATEMENT AT NEWS CONFERENCE ON DAYLIGHT SAVING TIME

RALEIGH, JANUARY 4, 1974

[At a news conference in the State Capitol, the governor issued a statement on Daylight Saving Time, a controversial subject. Daylight Saving Time went into effect in January, despite the fact that the change meant darkness during the hours in which children were waiting for buses to take them to school. The early changeover to daylight time was made in an effort to conserve energy.]

As you know, national Daylight Saving Time must go into effect next week under legislation passed by Congress as a means to conserve fuel. As you also know, requests have been made to me to seek an exemption for North Carolina from this time change. I have given this matter careful consideration, and I have decided I will not request exemption for North Carolina.

Some people apparently have been under the impression that the governor has the authority on his own to exempt the state from the nationwide change to Daylight Saving Time. In fact, the governor can merely request that his state be exempted. The exemption can be granted only by the president through his designee, the secretary of transportation. The requirements for receiving such an exemption are stringent. A state must show evidence that the change to Daylight Saving Time will create undue hardship to large portions of its population; or it would have to substantiate its contention that, by remaining on the present standard time, there probably would be a savings of energy.

We have discussed these requirements in detail with officials of the U.S. Department of Transportation. We also have contacted Congressman James Broyhill,[1] who was closely familiar with this legislation from its earliest consideration in the House subcommittee, to get full information and understanding of all the factors considered by the Congress in its deliberations on this legislation.

From all the information we have received, it is obvious that while the change to Daylight Saving Time at this time will present problems for a number of North Carolinians, these problems are little different from those faced in the other states. For a state to prove a case for an exemption on the basis of "undue hardship," the effects of Daylight Saving Time in that state would have to exceed substantially the normal hardships which were recognized and considered by the Congress in adopting this legislation.

For example, while we can't help but be concerned by the prospect of schoolchildren having to go to school and wait for buses before daylight, this is going to be the case in most states around the country and was one of the prime considerations of the Congress in its deliberations. In addition, we are told that it is highly unlikely that any state will be granted an exemption if that would place it in a different time from *all* of its neighboring states. I have contacted the governors of the four states which border on North Carolina—Governor Holton[2] of Virginia, Governor West[3] of South Carolina, Governor Carter[4] of Georgia, and Governor Dunn[5] of Tennessee. All indicated that they have no intention of asking for an exemption.

While we definitely do face problems in North Carolina, again, these problems are the same in our neighboring states as well as many other states around the country. From all of our investigations, from all of our contacts with officials in Washington, it has become increasingly clear that we simply cannot make a sound case required for undue hardship under the law for an exemption. Examination of law also indicates that a request for an exemption would run into further obstacles as well. We don't operate in a vacuum. Much of our business and industry is involved in interstate commerce. In the consideration of exemption requests, one of the primary factors being weighed is the movement of commerce. Specifically mentioned in the executive order is the consideration of problems that might be posed for interstate carriers and the broadcast media.

We have heard from a number of people in these groups, and the majority say that they would be under serious disadvantages if North Carolina remains on standard time while almost all of the rest of the nation is on Daylight Saving Time. In our many conversations with people around the state, we also have found that many people had the misconception that we could obtain an exemption from Daylight Saving Time for only the next couple of months or until the end of winter. Under the new law, an exemption would leave us on standard time through the summer, when many people find Daylight Saving Time to be desirable and advantageous. In fact, we talked with a number of people who first favored an exemption but completely changed their minds when they learned it would prevent us from going on Daylight Saving Time next spring.

In conclusion, let me say that I can't help but share the concern felt by parents and school people for the safety and well-being of our schoolchildren. I recognize, as they do, the potential hardships

and problems this time change could bring to many of our people. Yet there is also no denying that the energy crisis is real and that we face many difficulties because of it. This is an emergency law, and it's obvious that our Congress and our leaders in Washington have concluded that the advantages of the change in terms of the energy conservation effort outweigh the disadvantages.

[1]James Thomas Broyhill (1927-), B.S., University of North Carolina at Chapel Hill; with Broyhill Furniture Industry in various capacities, 1945-1962; member of U.S. House of Representatives since January 3, 1963. *Biographical Directory of Congress*, 654-655; *Who's Who in the South and Southwest, 1975-1976*, 87.

[2]A. Linwood Holton (1923-), attorney; B.A., Washington and Lee; LL.B., Harvard; World War II veteran; governor of Virginia, 1970 until 1974 when succeeded by Mills E. Godwin. *Who's Who in America, 1974-1975*, I, 1476; Ann Golenpaul (ed.), *Information Please Almanac, Atlas and Yearbook, 1976* (New York: Simon and Schuster, Thirteenth edition, [1975]), 563, hereinafter cited as *Information Please Almanac, 1976*.

[3]John Carl West (1922-), native of South Carolina; A.B., The Citadel; LL.B., University of South Carolina; World War II veteran; practicing lawyer, member, South Carolina Senate, 1954-1966; lieutenant governor of South Carolina, 1966-1970; governor, 1970-1975. *Who's Who in America, 1974-1975*, 3265; *Information Please Almanac, 1976*, 563.

[4]James Earl Carter, Jr. (1924-), B.S., U.S. Naval Academy; postgraduate work, Union College; navy veteran; farmer, warehouseman, since 1953; member, Georgia Senate, 1962-1966; governor of Georgia, 1970-1974; elected U.S. president, 1976. *Who's Who in America, 1974-1975*, I, 511; "Jimmy Carter: Not Just Peanuts," *Time*, 107 (March 8, 1976), 15-20; "Carter! Election 76," *Time*, 108 (November 15, 1976), 13-57.

[5]Winfield Dunn (1927-), B.B.A., University of Mississippi; postgraduate work, Memphis State; D.D.S., University of Tennessee; practicing dentist, 1956-1970; elected governor of Tennessee, 1970. *Who's Who in America, 1974-1975*, I, 863.

ON JAYCEE JELLY SALE FOR BURN CENTER

JANUARY 21, 1974

It was my pleasure recently to proclaim this week as "Jaycee Week" in North Carolina. I was happy to do this because of the outstanding service this organization has rendered to our state and to the various communities throughout North Carolina that are fortunate to have local Jaycee chapters. Just in the last few years, for example, the Jaycees have been in the forefront of efforts to focus attention on the need for sound prison reform programs in North Carolina. Many other important programs in North Carolina bear the stamp of Jaycee involvement.

Thus it is fitting, and typical of the Jaycees, that we launch "Jaycee Week" in North Carolina this morning with another major project that will bring lasting benefits to the people of our state. As

you will recall, in my message to the General Assembly last Thursday, I mentioned several budget recommendations aimed at improved health care. One of these is a $1.2 million proposal for construction of a burn treatment center at North Carolina Memorial Hospital in Chapel Hill.

The need for this facility has been well documented. The number of people who are the victim of burns is increasing every year in the United States, but there has not been matching growth in burn centers or other facilities where new concepts in treatment can be consistently carried out for the patient's benefit.

In fact, of the approximately 75,000 patients in this country who are admitted annually with burn injuries, only 7,700 are treated in hospitals that have burn treatment programs. In North Carolina 450 to 500 people suffer serious burns every year. However, there is not a burn center in either North Carolina or South Carolina. The nearest comprehensive burn treatment center is in Texas.

The Board of Governors of our university system and the Advisory Budget Commission both have recognized the need for the construction of such a center in North Carolina. I feel confident that the construction funds as recommended will be appropriated by the General Assembly. But these funds will provide brick and mortar alone. More money is needed to develop and equip this center, which will not only be specially equipped to treat seriously burned patients but also will be used for ongoing research into the treatment of serious burns and for the teaching of burn treatment methods. Many organizations and individuals have seen the need for this facility and have joined hands across our state to raise funds to support it. A drive to raise $500,000 from private sources is being led by the Medical Foundation of North Carolina, Incorporated, the fund-raising arm of the University of North Carolina School of Medicine. Associations of fire fighters are taking part in this effort, as are many others.

With us this morning is Mr. John Stackhouse[1] of Goldsboro, who, perhaps more that any other person, has given of himself and his financial resources to make this center a reality. Mr. Stackhouse's personal efforts on behalf of this project attracted the attention of the Goldsboro Jaycees. That group, in turn, convinced the leadership of the North Carolina Jaycees that this was a project that merited the support of this statewide organization.

As a result, this week is not only "Jaycee Week" in North Carolina but also "Jaycees Jelly Week." Today through next Saturday Jaycees all over the state will be moving around, selling

jars of jelly for $1.00 each. Our Jaycees believe that they can sell 100,000 mugs of jelly. If they succeed, it will mean a net profit of approximately $70,000—all going to the burn center project. The jelly sale already is off to a roaring start. The first mug of jelly has been sold to Mr. Stackhouse for $10,000.

All told, the Jaycees have committed themselves to raising $200,000 over the next three years to help support and equip the new burn center. We can make this burn center a reality, and help in the saving of lives, not only through our tax dollars, but simply by buying some good jelly. I am delighted to support this worthwhile project. Let's all put jelly on our shopping lists this week, and buy it from a Jaycee.

[1]John W. Stackhouse answered a request for biographical information by asking that there be no identifying footnote.

NORTH CAROLINA SOCIETY BALL

WASHINGTON, D.C., FEBRUARY 1, 1974

[The North Carolina Society held its annual ball at L'Enfant Plaza in Washington. The governor's reading copy of this speech, used here, showed several deletions from the text of the press copy.]

It is certainly a pleasure for me to come before this distinguished group of transplanted Tar Heels to report on "the state of our state." Obviously, even though you're now in Washington, you still care about our state just as you care about this country. I think all of us feel pride every time we see evidence of the prominent role of the United States in the family of nations. Similarly, we are also proud when we see North Carolina do well within the family of states.

I'd like to take just a few minutes this evening to talk with you about some of the things happening back home, to give you a brief progress report on our state. I welcome the opportunity, because a lot of good things are happening in North Carolina; and I believe we are on the threshold of even better things. That's not to say we don't have our problems. In most cases these are problems we share with the country as a whole, problems that you are also grappling with here in Washington. But I believe we are getting a grip on our problems in North Carolina. We are moving forward in many areas, and I believe the best is yet to come.

For many of you, 1973 will be remembered as a year of trauma. We felt that trauma, too. But in North Carolina, I believe, 1973 will be remembered more as a year in which we made solid progress on several important fronts. It was a year of change, including political change. It was also a year in which we took advantage of an excellent financial situation to move ahead in meeting many of the needs of our people. Our legislature last year adopted the most progressive public education program in the history of our state. We established the statewide kindergarten program which, within five years, will make this opportunity available to every five-year-old child in North Carolina. A maximum class size was established by law for every public school teacher. Teachers' salaries and benefits were substantially improved. In November the voters approved a $300 million bond issue for new school construction and renovations in every school district in the state. Compare that with the attitudes expressed by the voters in other states through bond referendums, and you will clearly see that North Carolinians are stepping forward with a positive attitude about the future of our state.

For the first time ever we now have a seven-year highway plan and the tools for assuring that our state will continue to build highways on the basis of long-range planning. The seven-year plan is designed primarily to establish a modern arterial highway network that will link our people together from one end of the state to the other.

In 1973 North Carolina also made great strides in our overall effort to improve economic conditions in our state and create more and better job opportunities for our people.

When I was inaugurated last year, I pledged that one of the major goals of my administration would be to bring balanced growth to North Carolina, growth that would make it possible for our people to earn a good living while at the same time assuring that we would protect and preserve our environment. To that formula we now find ourselves having to add another ingredient—growth that is within our capacity to obtain and generate our energy needs. In 1973 we moved firmly in the direction of achieving the kind of growth I'm talking about.

We have grown accustomed to seeing impressive statistics when we look at our industrial development record at the end of each year. But the figure that stood out most at the end of 1973 concerned money in the pockets of the people of North Carolina. Last year, for the first time, the average annual starting wage for new

jobs created by new and expanded industry topped $6,000. This average of $6,087 represented an increase from $5,770 in 1972. A total of 22,172 new jobs were created. Capital investment for the year also set a new record of approximately $727 million, compared with the previous high of $702 million set in 1971 and with $645 million in 1972.

As part of our goal to seek balanced growth for our state, we are making a concerted effort to bring industry to the people instead of forcing the people to go to the larger cities to get jobs. North Carolina ranks twelfth in population but has no city with more than a half million people. We want to create jobs where they are needed the most and where there is the most room for development—in our rural areas and small towns. This will help keep our population spread out and help us minimize some of the problems that come with urbanization. A strong trend in that direction was continued in 1973. Of all the new and expanded industrial projects announced last year, 80 percent were in locations outside our ten largest cities. At the same time, North Carolina industry broke another record last year by spending over $100 million for the construction and installation of water and air pollution control facilities. It is obvious that industry in North Carolina is taking seriously its obligation to keep the water and air clean.

You know, we hear a lot about the problems of our region, the Southeast. And we hear a lot about the South's potential. But I don't think some of us really fully appreciate what great potential we do have until we hear it from somebody from another part of the country or another part of the world. This was really impressed on me during my discussions with governmental and industrial leaders in the various European countries we visited. They believe almost to a man that our region, the southeastern United States, offers the greatest opportunity for sound development and quality living of any area in the entire world. That's a big statement, and it represents an even bigger challenge for us. It puts into sharp, clear focus just how urgent it is that we demonstrate wisdom, foresight, and sound planning to assure that we have the kind of balanced growth that we have been talking about.

As a leader of this region, North Carolina has a great opportunity to set an example for the country and for other parts of the world. We're fortunate because we can still decide how much growth, industrialization, and urbanization we really want and can really afford. We can avoid the problems that plague more urbanized areas of the country.

In still another vital area, I believe you will see North Carolina moving into the forefront in the next few months. I refer to the area of health care delivery. We have an exciting new program to deal with both the shortage of medical care, particularly in our rural areas, and in the problem of the distribution of doctors. Last year, at my request, the General Assembly funded a pilot program of rural health clinics to be located in areas where the doctor shortage is most acute. These clinics utilize family nurse practitioners and physicians' assistants, with doctors providing foundation, to bring basic medical care more closely to the people in these areas. We began with a modest program of five clinics. This year we are asking the legislature to enlarge the system to include fifteen clinics.

Coupled with the clinics is a program that will spread medical education centers across our state. If this program is adopted by the General Assembly, and I believe the prospects are bright, medical students, interns, and residents will be getting a major part of their training at a dozen locations in every part of our state. In one sense, the entire state will be used to provide the clinical training ground that medical education requires, doubling the number of doctors practicing in North Carolina within sixteen years. In the coming years I believe you will see the state of North Carolina moving more and more in the direction of controlling its own destiny in a positive, progressive way.

For a long time, many of our congressmen have argued that Washington should leave more responsibilities to the state and local governments. Well, the message finally got across. The "New Federalism" is providing those of us at the state and local levels with the opportunity to do exactly that. Along with this opportunity, those of us who have preached the "New Federalism" have been given a reponsibility to make it work, to prove that we can do the job. Among other things we must take steps now to make sure that state government *can* work closely and effectively with the federal government and with local governments. Within the next few weeks the state of North Carolina will have a full-time office in Washington. The job of that office will be to maintain a close working relationship between our state government and members of our congressional delegation as well as the various federal agencies. Our Washington representative will be attached to a new Office of Intergovernmental Relations which we will establish in Raleigh to strengthen our overall ability to make the "New Federalism" work for North Carolina. This office will be responsible for coordinating

our efforts with local governments as well as the federal government. So far this winter we have managed to avert the kind of fuel shortages that result in people losing their jobs. In a few weeks I expect to come back to Washington to continue our fight before the Federal Power Commission regarding our natural gas allocations. If we lose that fight we could have plant shutdowns that would put over 80,000 North Carolinians out of work. We will do everything possible to prevent that from happening, and I'm grateful for the firm support and leadership our North Carolina delegation in Washington has provided in this fight. We've been lucky so far this winter for various reasons, not the least among them the unseasonably warm weather with which we've been blessed. But most of all, we have averted a major crisis because of our people.

I've talked a lot this evening about what we in state government are doing and must do for the people of North Carolina. But the energy crisis has taught us once again that nothing is more important than what people are willing to do for themselves and their neighbors. I think all of you are as aware as I am that great change has come to North Carolina and that more change is inevitable. But one thing has never changed and never will—the greatness of our people. For that reason more than any other I am confident this evening that the changes that will come to North Carolina will only be changes for the better, until we can truly say our state is the best of them all.

STATEWIDE TELEVISION MESSAGE ON GASOLINE SITUATION "THE NORTH CAROLINA PLAN"

RALEIGH, FEBRUARY 17, 1974

[February, 1974, was a critical time insofar as the gasoline crisis was concerned. The day before his statewide television message, Governor Holshouser met with a committee representing service station operators to discuss various proposals whereby the long gasoline lines could be eased. The meeting was arranged after the governor had held a preliminary session with Avery Upchurch, executive director of the North Carolina Service Stations Association. After the television program, Governor Holshouser went to Washington to join members of the National Governors' Conference Executive Committee for a discussion of the situation. The special meeting was called by Gov. Daniel J. Evans of Washington, chairman of the conference.

On February 26 the governor and Mr. Upchurch mailed joint letters to approximately 22,000 gasoline dealers, asking for help in working out a satisfactory solution to the problem of long lines at gasoline pumps. In his letter the governor asked that dealers try to service only cars with tanks half full or less and that they sell a minimum of ten gallons; he also asked that pumping hours be split to make it possible for people to buy gasoline in the afternoons as well as mornings and that the supply be divided so that stations could be opened six days a week, Monday through Saturday. Mr. Upchurch urged dealers to cooperate with the governor.

Early in March, the governor called on the Federal Energy Office in Washington in an effort to obtain an adequate supply of gasoline for farm machinery in North Carolina. Subsequently, on March 21, the Federal Energy Office agreed to send an additional 25 million gallons of gasoline into North Carolina, a step which helped alleviate the shortage. The governor also took action to assure an equitable share of the extra gasoline for rural service stations, suppliers for many of the state's farmers.

But at the time of his February 17 message, there was no assurance that extra gasoline supplies would be forthcoming.]

Thank you for joining me this evening and for allowing me to visit with you. I would like to talk with you tonight about the energy crisis and specifically our gasoline situation. First of all, I want personally to thank you for the great cooperation that you have given on reducing the speed limits and cutting back thermostats. The statistics clearly show that your efforts have made a significant impact, and it has confirmed once again my own belief in the people of North Carolina.

I know that you share my concern about the energy crisis. Our state effort has been moving now since late last spring, with our energy office in full-time operation since late last summer. I know of your concern through the increasing number of letters and calls that we are receiving in the Governor's Office and in the energy office. I know that you don't want a soft soap routine, and I've always tried to lay it on the line so that you will have the facts. That is what I am going to try to do tonight.

For the first time in the history of this country we are on what's known as a mandatory allocation system. We had rationing during World War II, of course, but we have never had a program just exactly like this. The mandatory allocation system means simply that oil jobbers and service station operators only get a certain set amount of gasoline for use each month. The federal government has by law fixed these amounts, in effect cutting up and dividing the gasoline supply available to our country.

There is a shortage of gasoline. That's not news to you because most of you have already been in those long lines waiting to get to the pumps and you've seen all the closed stations along our streets and highways. We have already instructed drivers of state-owned vehicles not to buy gasoline at regular service stations except in an absolute emergency.

We have asked Washington for more gasoline, and they have already given us a 2 percent increase. We need more because of the actions of the Atlantic Richfield and British Petroleum over the last two years in pulling out the supply to most ARCO and BP stations in North Carolina. Tuesday a representative of our energy office will be in Washington to meet with our congressional delegation and to meet with the Federal Energy Office in this effort. We hope that we will be getting more gasoline, but the fact remains that even under the best circumstances, we are not going to have enough.

Just how serious is the shortage? Well, we are getting about 85 percent of what we were getting two years ago. Our demand has increased about 10 percent during this past two years, so this means that we're really about 25 percent short of what we need. This doesn't necessarily mean that every station is going to have the same shortage, because some suppliers are able to give their stations more than others. On a statewide basis, however, the shortage appears to be about 25 percent. It is a frustrating time. It's easy for those of us in government to try to pass the buck or to try to put the blame on somebody else. It's also very natural for people to look around for a knight in shining armor coming to the rescue with the perfect solution that will make all the problems go away and put things back like they used to be. But again, all the smooth talk in the world isn't going to change the fact that we don't have as much gas as we need. Even so, when we look at the facts, we see that there are some important things to remember.

Perhaps the most important is that even though we are short, there is still enough gasoline so that everyone can get about three gallons instead of the four gallons they got two years ago. The most serious problem we face is in keeping the shortage spread out so that no one is seriously hurt and in avoiding serious inconvenience in getting that gasoline. The federal government's mandatory allocation rules call for emergency vehicles such as ambulances and fire and police vehicles to be supplied first. Commercial bulk users also have priority. An extremely important provision for North Carolina allows priority for farm vehicles in actual use in farm

production. This is going to be vital in our farm areas as the spring planting season arrives.

But what about the average car owner? How do you get your share and how are you going to have to keep from waiting in line for thirty to forty-five minutes? Some people always think that government controls are the answer. And yet history has shown time and again that the strength of this country has been the willingness of the people to pull together and get the job done when the chips were down. You proved that all over again in your response to our request back in late November.

I would like to talk tonight about some things we can do together to try to get rid of the long lines and to make it more likely that when you pull into a service station it's going to be open and have some gas. First of all, it has now become very obvious that the long lines are forming mostly because everybody's pulling into the service stations about two or three times as often as they did just a few months ago, because they're afraid of running out. I am not blaming anyone for trying to keep filled up, because it is only human when things have been so uncertain. Yet it is also obvious that if we're going to lick this thing and bring some stability to our gasoline situation it will only come if we believe we can do it and if we are willing to have faith in ourselves and in each other. It depends absolutely on our willingness to cooperate as a people.

The first step will take the cooperation of both car owners and service station operators. I am asking each of you tonight to wait until your gas tank is half full or less before pulling into a service station to buy more. I am asking you to adopt this policy starting right now. I am also tonight asking service station operators to encourage this policy in every way possible as they work with drivers at the pumps. I hope that drivers won't take it out on the service station operators for sticking with the new policy and suggesting that the tank isn't down to the half-way mark and that the driver should wait. By waiting until the tanks are half full or less before buying more gasoline, we are going to give the service station operators a chance to catch their breath and make some changes to help you.

As the lines have grown and the trips to the stations have increased, the stations have been forced to limit the amount of gasoline you can buy. As a result, some of you have had to move from station to station in order to get your tank filled. As a part of this program, I urge the service station operators to increase the limit on gasoline sales in the hope that the driver can get up to ten

gallons at least. Tonight I am asking our service station operators to split their weekly gas supply six ways, so that stations can be open and pumping gas six days a week, Monday through Saturday. Then I am asking them to split that daily supply into two halves so that every station can be pumping gas in the late afternoon as well as in the morning.

I have already met with representatives of the North Carolina Service Stations Association; and the association joins me tonight in urging all stations to go to a split schedule, opening in the morning and pumping until half of that day's gas has been sold and then doing the same again, starting in the late afternoon. I am also asking service station operators to post on their pumps or on their doors a schedule of their pumping hours and to fly a green flag when they are pumping. We are already working at the state level to provide a uniform green flag that can be recognized statewide, and these should be available sometime in the next ten days.

All of this should combine to give us some relief from the long lines. The cooperation of drivers and station operators will in some cases mean that pumping can be spread out enough that some stations can even be open most of the day. It should mean an end of driving from station to station to try to get enough gas and should mean that stations in your own neighborhood are more likely to be open and pumping gas when you need it.

Finally, I want to talk about one more way of making sure we spread out our trips to the service stations and help get rid of the lines. This has to do with what people are commonly referring to as the odd-even system. The system can work in two or three different ways, but I would like to discuss a very simple approach to it. I'm asking you tonight, on a completely voluntary basis, to cooperate in a system in which cars with license tags ending in an odd number (1, 3, 5, 7, 9) will get gas on Monday, Wednesday, and Friday only. Cars with license tags ending in an even number (2, 4, 6, 8, 0) will get gas on Tuesday, Thursday, and Saturday only. Those cars with special licenses that do not end in a number will be considered in the odd, or Monday, Wednesday, Friday category. In other states which have put this system into effect, difficulties with commercial vehicles and traveling salesmen have cropped up already. For this reason I'm not going to put the monkey on the backs of our service station operators by asking them to police this system.

I'm making it totally and completely voluntary, and I'm asking you and all of the people of North Carolina to make it work. I

realize that there will be some exceptions, as with commercial vehicles and with people who must travel for a living; but the rest of us, the remaining great majority of drivers, can make it work. Several of our cities, towns, and counties are already using some variation of this plan and should have no trouble fitting right in. Let me repeat the schedule—odd number at the end of your tag means Monday, Wednesday, and Friday. Even number means Tuesday, Thursday, and Saturday. It's Monday, Wednesday, and Friday for special tags. This system, with your help, can ease the gas distribution problem. It will not, however, mean that we're going to have as much gas as we need.

We're still going to be around 25 percent short of our demands, even though the shortage may vary from month to month. This means there is going to be less gas sold and therefore less driving. In order to keep this shortage from causing severe hardships, I'm asking you tonight to make a special effort to help conserve gasoline. I'm urging you again to organize car pools to and from work and, equally important, for those trips to shopping centers. Over 4,000 state employees here in the Raleigh area have already signed the interest forms for a voluntary car pool effort being organized in cooperation with the city of Raleigh. It's obvious that this one effort by itself, on a statewide basis, could be enough to turn the tide.

I'm also asking that you look at your average mileage from last year and then figure out all the little things you can do to cut that mileage figure by 25 percent. Organizing the use of your family's car activities, cutting down on the use of a second car, and planning your trips carefully can go a long way in helping.

I also hope that as summer approaches, you'll remember that some of the truly outstanding vacation areas in the entire country are right here in North Carolina. Our mountains, our beaches, and our golfing, fishing, and camping areas statewide give you every reason to spend your vacation time closer home, with gasoline saved, too. Your spirit and your determination are the keys. There will be those who will say that this plan doesn't go far enough. There will be those who will say that government should establish more rules and force people to abide by them. Maybe we will have to do that farther down the road. If the General Assembly gives the governor emergency powers to deal with the fuel shortage, I won't hesitate to use them if that becomes absolutely necessary. We may even see the time when the federal government imposes coupon rationing.

But I believe that this plan *will* work, because I have faith in the people of North Carolina. I believe the people will *make* it work because they *want* it to work. I believe the people already have had about as much as they can take of rules, regulations, red tape, and bureaucratic schemes. A reporter asked me the other night if North Carolinians, because of our famous good temperaments, would accept harsher rules than folks somewhere else. I told him it's just the opposite. We don't need a bunch of harsh rules, because the people of this state are going to work together in a spirit of cooperation to get rid of this problem themselves. Our job in government is to give you a plan, to show you a way we think it can be done. But it's up to all of us to make this plan work. It's going to take 100 percent cooperation from 100 percent of the people 100 percent of the time.

Before you get in that car and put the key in the ignition, ask yourself that question that many will still remember from World War II days: "Is this trip really necessary?" That's the first step, and once it becomes a matter of habit, all the rest will come easy. A service station operator told me the other day, "All I want is for my customers and me to start smiling at each other again." If we all work together, I believe we'll see a lot more smiles on a lot more faces. Thank you again for listening, and special thanks to the broadcast stations for the great spirit of cooperation they have shown. Let's all join together in the same sense of personal service that they have demonstrated in allowing me to talk with you this evening.

SUMMARY OF SPEECH AT ECONOMIC DEVELOPMENT POLICY CONFERENCE

RESEARCH TRIANGLE PARK, FEBRUARY 18, 1974

Sponsored by the North Carolina Department of Natural and Economic Resources, the Economic Development Policy Conference was held at the Governor's Inn in the Research Triangle Park. The Research Triangle Institute had been awarded a contract by the Departments of Administration and Natural and Economic Resources to help analyze North Carolina's economy. Public officials, business leaders, and bankers were in attendance; and the governor asked these people to assist in defining steps to be taken to improve the use of the state's productive resources. He raised a number of questions relative to economic development: Should the state broaden its industrial base? In what areas could

people benefit most from private investment? How could industry be influenced to locate in those places? What could be done to ensure the awarding of new jobs to people needing them most? How could needs of industry be satisfied?

Governor Holshouser asked his audience to imagine they had met in February, 1954, to prepare an economic development plan. Could they have anticipated the rapid changes which had taken place in the preceding twenty years? He gave examples of growth and changes which would undoubtedly have been astounding, such as a population growth in the state from 4 to 5 million people; growth in personal income from $206.9 billion to $689.5 billion; and a state budget growth from $302 million in 1954 to $3 billion in 1974. North Carolina's remarkable growth of the preceding years could not be sustained indefinitely, the governor noted. As the margin which separated the state and the South from the rest of the nation was narrowed, some of the comparative advantages the region had enjoyed would likely be lost.

"Balanced growth" was a goal of his administration, the chief executive said, and government had to be sensitive to the needs of the citizens. He discussed improvement in state planning and management capabilities, referring to organization of the budget along functional lines for the first time. Several departments had initiated management-by-objectives, a plan to be expanded to all agencies; and recommendations of the efficiency study were being implemented.

Holshouser referred to his appointment of the Management Task Force on Human Progress, which was concerning itself with the issue of poverty in North Carolina. Serious problems in rural areas had already come to light.

The aim of the conference, according to the governor, was "to identify what the issues are and what new approaches can be devised so that we North Carolinians can be in creative control of our future."

SUMMARY OF SPEECH TO NORTH CAROLINA TRUSTEES ASSOCIATION OF COMMUNITY EDUCATION INSTITUTIONS AND NORTH CAROLINA ASSOCIATION OF PUBLIC COMMUNITY COLLEGE PRESIDENTS

RALEIGH, MARCH 26, 1974

Governor Holshouser spoke at the joint luncheon meeting of the two associations which was held in the Virginia Dare Ballroom of the Sir Walter Hotel in Raleigh. Though he was not a trustee of a community college or technical institute, he suggested that everyone present was, to a degree, a trustee. Members of the General Assembly, members of the State Board of Education, all those associated with the community college system, and the governor himself could be considered trustees. All had responsibilities which the people had entrusted to their care. The governor quoted Henry Clay, who said: "Government is a trust, and the officers of the government are trustees; and both the trust and the trustees are created for the benefit of the people."[1] He admonished his audience never to lose sight of the words, "for the benefit of the people." He observed that educational and governmental trustees were responsible for improving the well-being of the people of North Carolina.

The community colleges and technical institutes were challenged to demonstrate that their institutions were worth preserving and were capable of being managed with intelligence, integrity, and efficiency. The governor briefly reviewed the history of the community colleges and technical institutions, which had put low-cost, high-quality education and training within the reach of hundreds of thousands of adults in North Carolina. Though college parallel work was offered, the foundation of the system rested on the fact that not everyone needed or wanted a full college education. The schools recognized the dignity and importance of skilled trades. Governor Holshouser continued with a quotation:

> The society which scorns excellence in plumbing because plumbing is a humble activity, and tolerates shoddiness in philosophy because philosophy is an exalted activity, will have neither good plumbing nor good philosophy. Neither its pipes nor its theories will hold water.[2]

The community colleges and technical institutes had remained true to their basic mission and had not fought to become four-year institutions. They, the public school system, and the university system all had clearly defined missions, and the governor expressed

appreciation for the close working relationship among the various systems.

The 1973 General Assembly had appropriated $25 million for capital improvements in the community college-technical institute system. The expansion budget being considered in the spring of 1974 called for almost $3 million to allow for enrollment increases in existing programs and another $1.4 million for equipment in those programs. In addition more than $1.775 million for new programs and about $800,000 for parallel equipment needs was being requested. More than $5 million was being asked to replace old and worn-out equipment and another $10 million for additional capital construction. Additional funds were being requested for a 7.5 percent salary increase for all teachers and state employees.

The governor called on those in his audience to strive for quality and for excellence in instruction. He said that the community college system was "short on history but long on opportunity." The need for highly trained technicians was being met by the system of community colleges and technical institutes. Governor Holshouser continued, "This workshop conference is an indication that you have your face to the future and your minds open. Your decision to conduct such a conference is commendable. Self-analysis is a healthy thing. Ever so often we need to step back and look at ourselves in an open and honest and thorough way." With those words and wishes for a productive and successful conference, the governor closed his remarks.

[1]The words of Henry Clay were spoken at a speech given in Ashland, Kentucky, in March, 1829. Bartlett, *Familiar Quotations,* 538, hereinafter cited as Clay's Ashland speech, March, 1829.

[2]This quotation by John W. Gardner, president of the Carnegie Foundation, was given as Sylvia Porter's favorite quotation in a feature, "My Favorite Quotation," *Saturday Evening Post,* 236 (December 1, 1962), 20.

STATEMENT ON TORNADO RELIEF EFFORTS

RALEIGH, APRIL 4, 1974

[Several times during the first year of his administration, Governor Holshouser had sought federal aid for disaster-hit areas of North Carolina, so catastrophes were not new when tornadoes struck in the spring of 1974. For example, an intense spring storm in 1973 had caused flooding and beach erosion on the Outer Banks and the governor had issued such a request for federal aid in a March 30 letter to the president of the United States. On May 14 North Carolina's chief executive had announced that

low interest federal disaster loan services would be made available to the private property owners who had suffered damages in the February 9-12 storms and subsequent severe weather on the Dare County coast. Later, on June 2, 1973, Governor Holshouser had asked that twenty-two western counties be declared a disaster area as a result of severe storms, flooding, and tornadoes the previous Sunday and Monday. In July of that year he had reported that workers in nine North Carolina counties designated by the president as disaster areas would be eligible for unemployment insurance benefits under the federal disaster relief act. See news releases of Governor Holshouser, March 26, 30, May 14, June 2, July 12, 1973.]

I am keenly aware and deeply distressed over the deaths and other devastating effects the recent severe storms have had on North Carolina and many of our citizens. Our Emergency Operations Center, here in the Administration Building, was activated early this morning. The center is fully operational and under the direction of John J. Tolson III,[1] secretary of the Department of Military and Veterans Affairs. North Carolina Civil Preparedness personnel worked all last night and are still on the job coordinating emergency measures necessary to assist those in need and to relieve and prevent personal suffering whenever possible. Reports show the hardest hit area thus far has been western North Carolina. Especially hard hit was the area around Murphy in Cherokee County where three people lost their lives. Two were killed in Graham County and one in Gaston.

I have ordered members of the Highway Patrol to assist in the stricken areas, and more are available if needed. The National Guard has been alerted for possible call if needed. Many agencies of state government are now actively engaged in rescue and cleanup duties and all departments of state government that have emergency responsibilities are fully briefed and have representatives coordinating with the Emergency Operations Center. We will continue to keep the Emergency Operations Center manned until the threat of these storms has passed. We also are keeping a close watch for possible flooding and hail damage.

As emergencies occur we have the capacity to respond quickly with whatever help is necessary. We also are gathering estimates of damages to determine whether any areas will qualify for disaster relief. Damage analysis teams are going into the storm-hit areas now to make these assessments.

[1]For identification, see page 123.

STATEMENT AT NEWS CONFERENCE ON OFFICE OF INTERGOVERNMENTAL RELATIONS

RALEIGH, APRIL 24, 1974

[The press conference at which the following announcement was made was held in the State Capitol.]

One of the most exciting trends taking place in our nation today is the movement toward what is called the "New Federalism." We have seen the failure of the philosophy that led to the centralization of powers and responsibilities in Washington, and now we are seeing a reaffirmation of our basic belief in government closer to the people. For those of us in state and local government, the New Federalism offers a whole new wave of opportunities. But it provides us with an even greater challenge and responsibility. It is up to us to prove that we can govern effectively and that we can devise and carry out programs to benefit our people. The New Federalism also demands that we make greater efforts than ever before to maintain strong and effective ties with federal and local governments.

We have talked a lot about North Carolina as the leader of the "New South," yet we have consistently ranked near the bottom of the ladder of getting our fair share of the federal tax dollars flowing back from Washington. In my message to the General Assembly in January, I announced that we were working on a plan to put North Carolina in the forefront of the New Federalism and to assure that we get a better return on the taxes we send to Washington. As I mentioned then, the central thrust of this effort would be establishment of a new Office of Intergovernmental Relations within the Department of Administration.

In setting up this new office, we have worked carefully to give it the best possible structure and organization to perform the various roles assigned to it. We also have taken the necessary time and care to find the best possible person to head up this important office. Today, it is my pleasure to announce that our Office of Intergovernmental Relations is ready to begin operations under the direction of Mr. Edwin Deckard.[1] Mr. Deckard knows the federal government inside and out, having served for the past ten years in the Office of Management and Budget. For the last three years he has been in Denver, Colorado, as OMB regional representative for the six-state Region Eight where he worked closely with state and

local governments. Prior to his last assignment, he had been in charge of numerous interagency task forces assigned to study a variety of management problems of federal agencies. Obviously, Mr. Deckard knows his way around Washington. He has had experience with federal-state and federal-local relations. And, equally important, he knows how to read a federal budget. For these reasons we feel he is just the man to give the right kind of leadership to our new Office of Intergovernmental Relations.

This new office has been given a mandate to make the New Federalism work for North Carolina. This means getting our fair share of available federal funds to carry out policies and programs initiated at the state and local level. It also means helping North Carolina to have a greater influence in the formation of policies and programs in Washington. And it means helping us in Raleigh better to respond to local needs. At the heart of this program is the improvement of communication and cooperation among the several levels of governmenent.

In carrying out its mandate, the new office will perform a variety of functions. It will monitor pending federal actions and analyze the impact of these actions on state policy and keep the governor and the cabinet secretaries informed. The office will maintain liaison in Washington with our congressional delegation, the White House, and key departments and agencies. It also will work closely with federal officials at the regional, area, and state levels. We expect this new office to be on top of things in Washington so that we will have early knowledge of new programs being considered, changes anticipated in existing programs, and revisions in funding levels. As this information is received, this office will help our state and local agencies in responding to it. We also expect this office to be valuable in helping to expedite federal approval of grant requests for state agencies and local governments and in analyzing previous grant awards in determining areas in which we may have been shortchanged.

Various steps will be taken to foster and coordinate communication with local government. Mr. Deckard will be responsible for finding out from local officials their communities' needs and priorities and in keeping them informed on our programs for meeting statewide goals. He and his staff will also coordinate and monitor state agency assistance to local governments and will assist local governments in solving problems they may experience with state agencies.

One of the biggest challenges we have given this office is to develop a capacity to provide effective management of federal resources. With the establishment of a computerized information system to provide us with current data on grant requests pending, grants approved and disapproved, and the status of funds for approved grants, we'll finally have the capability of getting our fair share of the federal tax dollar. Finally, the Intergovernmental Affairs office will administer various programs such as those involving the Appalachian and Coastal Plains Regional commissions and others for which the state has responsibility.

The office will include three operations sections: Local and Regional Affairs; Program Coordination; and Monitoring, Analysis and Review Action. Mr. Deckard is completing the organization of his staff and will announce the various staff assignments within a few days. His responsibility is to establish better mechanisms for service to people so as to turn over care for people into meaningful action. Together with our newly streamlined Office of State Planning and our State Budget Office, the new Office of Intergovernmental Affairs gives us a real system for developing, implementing, and controlling policies to benefit the people. With this system, I am convinced that North Carolina will meet its responsibility under the New Federalism.

[1]Edwin Deckard (1917-), native of Indiana; A.B., Indiana University; M.A., University of Cincinnati; World War II navy veteran; formerly with Office of Management and Budget in Washington. Office of Edwin Deckard to Memory F. Mitchell, October 15, 1975; Motor Vehicles information.

GOVERNOR'S CONFERENCE ON SEDIMENTATION

RALEIGH, APRIL 25, 1974

[Again speaking at the Royal Villa in Raleigh, Governor Holshouser discussed the problems created by erosion, particularly in the urban areas.]

It's a pleasure for me to welcome you to this conference, the first in a series of educational meetings to be held throughout the state on this most important subject. There wasn't much written last year when the General Assembly passed the new sedimentation control law. And there hasn't been much publicity given to the

various regulations that have been adopted and others that are being proposed.

One of the responsibilities of government is to make certain that its laws, its regulations, its programs, and its policies are clearly understood. No program can be a success unless the people affected know the rules of the game. This conference is the beginning of a continuing education effort planned this year to make certain that every local government official, contractor, and builder in North Carolina knows what this sedimentation control program is all about. I want to thank everyone who had a hand in arranging this conference and the regional workshops that will follow in the months ahead. I also want to thank all of you for your presence here today.

I am sure that most of you realize that erosion from construction sites in our cities and towns has become one of the major sources of stream and river pollution in North Carolina. For many years our most serious erosion problems resulted from the improper use of farmlands. But eventually the farmers discovered that in the long run uncontrolled erosion was costing them money. They changed their methods of farming and greatly reduced the erosion caused by their operations. But now, as our state gradually becomes more urbanized, we find that our major source of erosion is in and near our cities and towns.

According to the experts, 200 to 300 tons is the normal soil erosion rate during a year for every square mile of agricultural land. But that rate can be as high as 25,000 to 100,000 tons per square mile in areas being cleared for urban development where there are no controls on erosion. It's easy to see what this amount of sedimentation can do to a river or a stream. It's easy to understand why many children living in North Carolina cities believe that the natural color of a stream is brown or red, not clear and blue. To put it mildly, there is no excuse for much of this erosion. Those who have carried out their activity in such a way to permit large quantities of sediment to enter our state's streams have been acting in an irresponsible fashion.

The time has come for the city folks to take a lesson from their country cousins when it comes to the necessity for erosion control. As it was with the farmers, a major step toward curing our erosion problems in the cities and towns is through education. While there always will be a certain amount of natural erosion, we can prevent about 90 percent of our sedimentation problems in North Carolina by taking the technology that's available and putting it to work.

Just as our farmers learned to contour their rows and rotate their crops, the contractors must learn how to build catch basins, to grass waterways, and to slope drains. And just as our farmers didn't go broke implementing erosion control methods, our contractors won't either.

It's true that in some cases these preventive measures will cost the contractor money and that he will pass these costs on to the consumers. But these costs will not be as great as the value of urban land that is being wasted because of the lack of erosion control. Furthermore, the cost of erosion prevention is exceeded by the savings and benefits resulting from such steps. Problems created by erosion place a tremendous burden on public services, resulting in increased tax payments for the people of this state. For example, we know that during the last thirty years, the cost of building reservoirs has tripled. It's also much more expensive to dig out and maintain these reservoirs. Yet, we still allow uncontrolled erosion to fill our water supply and recreation reservoirs at a rate ten times faster than if erosion were controlled.

In some parts of North Carolina the lakes in watersheds are filled up even before construction in the watershed is completed. People are drawn to an area by the promise of a lake to fill their water needs or to give them recreational opportunities, only to find the lake already is ruined before or shortly after they move in. Our state sedimentation control people tell me that the greatest number of complaints they receive involve sedimentation of lakes in expensive housing developments. People purchased the houses with the understanding that a lake would be nearby. But sedimentation caused by unprotected construction and accelerated water runoff has filled up these lakes and, in some cases, turned them into mud flats.

The large sites needed for water supply reservoirs are too hard to come by and too expensive for us to put ourselves on this treadmill of filling our reservoirs with sedimentation before we can use them to their original full capacity. In addition, untold thousands, and probably millions, of taxpayers' dollars are spent each year maintaining, cleaning out, and enlarging storm water collection systems filled with sedimentation caused by uncontrolled erosion. These tremendous costs to the taxpayers, caused by private and public violations of the public streams, have resulted in establishment of the regulations that you will discuss today.

Few other regulations depend so heavily upon cooperation among various levels of government and the private sector. I am confident we will get that cooperation. I also want you to know that

those of you in local government and private enterprise will receive that cooperation from the state. We already have seen several examples of this spirit of cooperation. For example, in Raleigh, compliance with a recently adopted sedimentation control ordinance has been nearly 100 percent. Earlier this month, our Sedimentation Control Commission responded to two of the most prevalent comments made at the public hearings that were held prior to adoption of the new state regulations.

The first was that these regulations should not be implemented immediately upon their adoption. It was felt by many that these regulations would bring about a change in methods and concepts of drainage and water flow management; and like any new concept, they could result in a certain amount of confusion, concern, and frustration without adequate advance preparation. The commission wisely agreed. It has set implementation of the majority of the regulations for January and March of next year, following this statewide series of educational seminars. Of course we certainly hope those of you who do understand the rules will not wait until January to implement your controls. I might add that three mandatory standards to control erosion that went into effect last year remain in force and will supply a buffer of protection between now and next January.

The second set of comments that was heard at the public hearings referred to storm water runoff. Some feel that storm water runoff is not erosion. It doesn't take an expert to see that there isn't much difference between dirt running off the land into our streams, causing sedimentation, and water running off the land at an accelerated rate, causing the stream banks to cave in, resulting in sedimentation.

Earlier, I mentioned some of the problems caused by water runoff in housing developments. This says nothing about the side effects of runoff, such as widening of the existing stream and making the stream shallower. These effects, also, bring about increased flooding and damage to people's homes and businesses. In short, I think it is entirely appropriate that the regulations include provisions to minimize the effects of runoff.

At the same time I understand that controlling water runoff is a relatively new concept in the construction field. Therefore, I also agree with the commission's decision to set January, 1977, as the deadline for implementation of the runoff control provisions following an extensive study of the problem and solutions. In adopting the new sedimentation control law last year, the General Assembly

specifically expressed the intent that local governments would take this opportunity and run with it. Several of our local governments so far have adopted sedimentation control ordinances. I would hope that as a result of these more specific regulations being available for guidance, and following these seminars, we will see more and more local governments assume this responsibility while looking to the state for support. Effective control of erosion across this state has to be done on the local level. Because of the importance of in-site inspection, and the wide differences in geography and enforcement policies from community to community, this is where the majority of the responsibility has to lie.

Finally, I want to emphasize that this sedimentation control program is a symbol of something even greater that is happening in our state. North Carolina is rapidly moving toward a position of leadership in this country as a state that is taking the necessary actions, not only to protect our precious natural resources but also to see that these resources are not wasted but are used to strengthen economic progress in this state. We are beginning to realize in North Carolina that protection of our resources has long-range economic benefits and that lack of controls to prevent wasting of our resources has been holding back our economic progress.

The new Coastal Area Management Act and the Land Policy Act—our adoption of water and air quality regulations that rank with the best in this country—having an area of our state being named as the first in the nation to conduct a federally funded water quality planning program—being among the first seven states to adopt a plan to prevent significant deterioration of our air quality—all of these things and others testify to our emerging leadership. We have poured the foundation. Now we have to build on it. Implementation of the programs I mentioned and others, such as this sedimentation control program, will see us turn the corner in establishing the kind of life all of us want in North Carolina.

ANNOUNCEMENT AT NEWS CONFERENCE OF GOVERNOR'S COMMISSION ON CITIZEN PARTICIPATION

RALEIGH, APRIL 25, 1974

[The governor announced the formation of a commission on citizen participation, naming Mrs. Holshouser as chairman of the group, at a press conference held in the State Capitol.]

Around the world, we Americans are known as joiners, as doers, as people who will plunge eagerly into a good cause on behalf of their fellowman without thought of receiving pay or even recognition. This spirit of volunteerism is one of the things that has set our nation apart and made it great. We haven't expected government to do everything for us. Traditionally, when we saw a need, the first thing we tried to do was fill that need ourselves or through our voluntary organizations. We turned to government as a last resort.

In recent years we have seen the idea grow in some quarters that government should do it all. We have seen more people clamoring for government to cure every ill and solve every problem that exists in the country and the world today. There's no doubt as our society has grown larger and more complex, we have had to turn to government more and more. But that doesn't mean that our spirit of volunteerism isn't as strong as it ever was, or that our voluntary organizations have failed.

While there are some jobs that only government has the resources to do, it's a fact, one that all of us in government have to admit, that the best job usually is done when people do it themselves. As governor I frequently have the opportunity to see volunteer organizations in action, to see and hear for myself what they're doing to make people's lives happier, healthier, and more meaningful. In many instances volunteers have a direct impact on programs in state government. We owe a special debt of gratitude to the many men and women who voluntarily provide services to help people in our mental institutions, centers for retarded children, programs for the deaf and blind, our prisons and youth correction institutions, and others. These volunteer workers give an extra dimension of human concern and compassion to our state-supported programs. Think what it would cost the taxpayers if we were paying for all these services.

And whether it be in the United Fund, the Cancer Society, the Heart Fund, the Jaycees, the Kiwanis Club, the Boy Scouts, the Girl Scouts, or the many, many other groups and causes that depend on people contributing their time, talents, and money, it is obvious that this great spirit of volunteerism is alive and well in this country today. I don't think there is a state in the country where more people are doing more volunteer work for more worthy causes than the state of North Carolina. With all due respect to our neighbors in Tennessee, I think maybe we should be known as the "Volunteer State."

But I believe there are many thousands of other Tar Heels out there who would be willing to give themselves to good and needed causes if somebody would just ask them or if they knew where they were needed. This is especially true in our highly mobile society today, which finds hundreds of families moving their residences to new communities or from other states every day of the year. At the same time I know that there are many volunteer organizations that need people but don't know how or where to find them.

Many of us in and out of government, who recognize and appreciate the important role played by volunteer efforts in this nation, have been looking for ways to marshall fully these forces of citizen volunteers for all the worthwhile and necessary projects that can mean so much to our society. To help accomplish this goal, I am today creating the Governor's Commission on Citizen Participation. First of all let me emphasize what this commission is not—that it is *not*—another government agency. Rather, it is simply the reflection of a desire that many of us in government happen to share, a desire to help North Carolina obtain maximum value from the great wealth of volunteer talent that abounds throughout this state.

This commission has five goals: Number one, to make every effort to support a broad base of citizen participation across North Carolina; number two, to recognize and show appreciation for all citizen efforts in behalf of improving the quality of life throughout the state; number three, to stimulate new ideas and efforts across the state on the local community level; number four, to promote the formation of a cohesive network of citizen participation activities in all facets of human services in North Carolina; and number five, to gather information concerning all of North Carolina's volunteer programs and review the coordinated volunteer programs which have been developed in other states.

I have asked my wife, Pat,[1] to serve as chairman of this commission. She's perfectly qualified. In fact, she's always telling me that she is the state's number-one volunteer—that is, the hardest working employee in state government who doesn't receive any salary at all. Seriously, Mrs. Holshouser is deeply committed to the cause of volunteerism, to citizen participation. Even more than I, she has had the opportunity in the last fifteen months to work closely with many, many volunteer groups that have dedicated themselves to making this a better world in which to live. This project is and will be Mrs. Holshouser's number-one priority as first lady of North Carolina. Right now, in fact, she is down in Pinehurst, speaking to

a group of volunteers at a Girl Scout council meeting. Serving with her on this commission will be ten other people. All of them are busy persons and persons of ability who have demonstrated a willingness and a desire to give of themselves to important volunteer efforts. Four of them represent different areas of state government; the others are representative of various interests in the private sector of our state.

They are: Mr. Norman Sloan,[2] basketball coach at North Carolina State University, who has been a leading volunteer in rehabilitation programs conducted for inmates in the Department of Correction; Dr. Frances Dawson[3] of Elon College, an educator and former state president of the League of Women Voters; Mrs. Sally Cameron,[4] who has worked with volunteer efforts in the Department of Human Resources; Dr. Larnie Horton,[5] special assistant to the governor for minority affairs; Mr. Joe Martin[6] of North Carolina National Bank in Charlotte, who represents the interests of the business community; Mr. Joe Balak,[7] special assistant to the secretary of human resources; Mr. W. G. Hutchison[8] of Asheville, who has been an active community worker for the Department of Correction for several years and also has served in many other church and community projects; Mrs. William L. Powell[9] of Goldsboro, whose many volunteer activities include directing a successful project on behalf of severely retarded children; Mrs. Betty Wiser[10] of Raleigh, who also has devoted herself to a number of projects involving voluntary services; and Mr. Tom Earnhardt,[11] administrative assistant to the secretary of the Department of Administration.

Needless to say, all of these commission members are participating strictly on a volunteer basis and will receive no financial compensation for their services. But all of them, and all of us in North Carolina, will be compensated many times over from the good that can come of this commission's work. It's a good group, a strong group, a dedicated group. I believe that the impact it can have on the state of North Carolina will equal that of any government program that we will initiate during my term in office.

[1]Patricia Ann Hollingsworth Holshouser (1939-), educated, Wake Forest and Appalachian universities, graduating from latter university with degree in home economics; active in civic and church affairs. Information furnished by Mrs. Carolyn Kirk, secretary to Mrs. Holshouser, to Memory F. Mitchell, May, 1976; Motor Vehicles information.

[2]Norman Sloan (1926-), native of Indiana; graduate of North Carolina State; coach, Presbyterian College, The Citadel, Florida State, North Carolina State. Ronald L. Mindell, *Who's Who in Basketball* (New Rochelle, New York: Arlington House, 1973), 213; *News and Observer,* March 22, 1970.

[3]Frances Trigg Dawson (1901-), native of South Carolina; A.B., Western Reserve University; M.A., University of North Carolina at Greensboro; Ed.D., North Carolina State; former social worker, supervisor and administrator in field of education; with U.S. Office of Education and later U.S. Department of Navy, 1943-1947; supervisor of vocational and adult education, Burlington, 1947-1967; now retired. Frances T. Dawson to Memory F. Mitchell, October 6, 1976.

[4]Sally R. Cameron (Mrs. James M.) (1943-), native of New Jersey; A.B., Upsala College; public information officer for mental retardation, N.C. Department of Mental Health, with subsequently added duties as grants coordinator and legislative liaison for the Division of Mental Health Services; since August, 1975, special assistant to director, Division of Mental Health Services. Sally R. Cameron to Memory F. Mitchell, October 12, 1976.

[5]For identification, see page 71.

[6]Joseph B. Martin (1940-), director of public policy, NCNB Corporation, Charlotte. Joseph B. Martin to Memory F. Mitchell, March 31, 1976; Motor Vehicles information.

[7]Joseph R. Balak, Jr. (1948-), native of Pennsylvania; B.S., East Carolina; administrative assistant in Holshouser campaign for governor; chief assistant to secretary, Department of Human Resources, 1973-August, 1975; since August, 1975, director, Office of Employment and Training, Department of Administration. Robert S. Griffith, public information director, to Memory F. Mitchell, May 3, 1976.

[8]Walter G. Hutchison (1918-), native of Nashville, Tennessee; registered land surveyor; president, Hutchison-Biggs, Inc., Surveyors; active civic and church leader. W. G. Hutchison to Memory F. Mitchell, April 4, 1976; additional information furnished by Carolyn K. Samet, deputy assistant for appointments, Governor's Office, May 11, 1976.

[9]Emily T. Powell (Mrs. William L., Jr.) (1940-), native of Rome, Georgia; A.B., Duke; affiliated with Goldsboro High School, 1962-1965, and with Wayne Community College, 1966 and 1967; active in community affairs. Emily T. Powell to Memory F. Mitchell, October 12, 1976.

[10]Betty Hutchison Wiser (1931-), native of Shelby, Ohio; resident of Raleigh; B.S., M.S., Ohio State; M.S., North Carolina State; formerly employed with International Voluntary Services, Inc., in Iraq, North Carolina State Department of Public Welfare, and North Carolina State University; since 1975, executive director, Wake County Council on Aging, Inc.; active leader in many civic affairs, including presidency, North Carolina League of Women Voters. Betty H. Wiser to Memory F. Mitchell, October 18, 1976.

[11]Thomas Wright Earnhardt (1945-), native of High Point; lawyer; A.B., Davidson; J.D., University of North Carolina at Chapel Hill; U.S. Army Reserve (inactive); associate attorney, North Carolina Department of Justice, September, 1971, to October, 1972; former assistant counsel, Fieldcrest Mills. Information furnished by Carolyn K. Samet, deputy assistant for appointments, Governor's Office, May 11, 1976.

PRESENTATION OF GOVERNOR'S AWARD TO FARMVILLE

FARMVILLE, APRIL 29, 1974

[The presentation of the award was made at a dinner meeting held at the Farmville High School. Rep. Sam D. Bundy, Jr., Eighth District representative from Farmville, presided. The governor was introduced by Judge Robert D. Rouse, Jr., resident judge of the Third Judicial District Superior Court.

During the Holshouser administration, Governor's Award citations were also presented to Clinton, on October 16, 1974; Aurora, May 21, 1975; Norlina and Warrenton, June 2, 1975; Murphy, August 28, 1975; Bryson City, August 29, 1975; Kernersville, November 17, 1975; Roxboro, January 23, 1976; and Fairmont, June 29, 1976.]

This has been quite a day in Farmville, and it's a pleasure for me to be with you as you bring it to a close. As a small-town boy myself, I know what it means to grow up in a community like Farmville. We in North Carolina like to claim that our state is number one in the South; and in many ways, it is. Much of the character, the flavor of our state comes from its many small towns. Even our largest cities haven't grown so big that they have lost this flavor, this feeling of community and warmth.

I am sure that many of you who grew up in Farmville or other small towns had the opportunities to go to a big city where you probably could have made more money. But you chose to settle here and help build this community because you liked the way of life it offered and you wanted your children to have the kind of growing-up experience that gave so much to your lives. I would imagine, too, that there are people in this audience who came here from big cities because you wanted the kind of wholesome, pleasant life you knew places like Farmville had to offer.

I'm sure that none of you would be surprised to hear that most North Carolinians feel the same way that we do about our small towns. A recent statewide survey conducted at North Carolina State University[1] asked more than 3,000 North Carolina residents where they preferred to live. Only a fourth of those surveyed said they wanted to live in a city, although the majority, 57 percent, said they preferred to live within a fifteen-minute drive of a city. A third of the people who responded to the survey said they preferred to live in a town of 10,000 people or less. About a fourth said they preferred to live in or near a town of 10,000 to 50,000 population. Only about a fifth of those responding said they wanted to live in or near a city of 50,000 or more. The remainder chose to live in the country, away from a town or city of any size.

The survey also found that most North Carolinians are happy where they live. Only about one in five wanted to leave his present community. About four out of five persons surveyed said they would never leave their present community or would leave reluctantly. The smaller the community, the larger was the percentage of those who did not want to move.

In concluding his report, the researcher who conducted the survey said: "In summary, North Carolinians seem to prefer their small-town, rural way of life. The rural-to-urban migration of recent years seems to be more a result of necessity than desire."

But people *have* been moving from the farms and small towns to the cities. That's been the trend over the last several years. As this survey points out, most of them obviously made the move because they felt it was a necessity. Why has it been a necessity for so many people? I think the answer to that is just as obvious and can be summed up in one word: jobs. To get jobs paying adequate incomes, the city was where they had to go.

For those of us in positions of leadership and responsibility, all of this points us in the direction we must go in North Carolina. It tells us a great deal about the kind of planning and programs we should undertake now to assure for all of our people the kind of life and opportunities they want and deserve. This administration is dedicated to working and planning for balanced growth in North Carolina. This means many things.

We know that we must take the necessary steps to protect our natural resources, our land and water and air, or pay the heavy price that we see being paid in states that failed to plan for the future. We have also begun to realize that protection of our resources has long-range economic benefits, and that the lack of controls to prevent wasting of our resources has been holding back our economic progress.

During the past two years, we have seen the General Assembly appropriate more money than was appropriated by all the previous legislatures combined to acquire land for state parks and green areas. This year we saw the adoption of the Coastal Area Management Act and the Land Policy Act, the first two essential steps toward development of a sound, necessary program of land-use planning for North Carolina.

We also know that any policy of balanced growth must include a well-planned system of transportation. Last year we adopted a seven-year highway plan that places emphasis on development of a complete, statewide system of major highways. This is a road system that will tie our people together, that will help our commerce to flourish, and that will enable North Carolinians to realize the desire so many people expressed in that recent survey—the desire to live in a small town or on the farm while having ready access to a city.

Finally, we are committed, in state government, to helping create well-paying jobs where the people are and where the people want to stay—in our nonurban areas. I am happy to say that we are getting results. In 1973, of all the new and expanded industrial projects announced for North Carolina, 80 percent were for locations other than our ten largest cities.

We are continuing our efforts to attract and develop desirable economic activity for every area of our state. Right now, representatives of our Commerce and Industry Division are in Europe, beginning a series of follow-up calls on high-quality firms that have expressed an interest in locating facilities in North Carolina. I had the opportunity to call on some of these companies last fall, and I can assure you that any of them would be a welcome addition to any community in this state.

One of the most valuable elements in our progress toward nonurban industrial development is our Governor's Award program for communities of under 15,000 population. Last year nearly half of the Governor's Award communities experienced either the location of a new industry or the expansion of an existing one, accounting for over $90 million in investments and nearly 4,000 new jobs. The purpose of this award is not to display a plaque, and it's a nice one, but to encourage our communities to make themselves more attractive for economic development.

Let's take a look at what happened here in Farmville and how you met the requirements of the Governor's Award program. First, an organization had to be in existence to promote Farmville, coupled with a legal authority to buy, borrow, and sell. Your Farmville Economic Council and your local development corporation met this requirement.

Second, you had to have a factual community audit, translating adjectives and adverbs into facts and figures.

Third, you had to have sites to show industrial prospects, sites which would be available for location of facilities.

Fourth, you developed a brochure that is factual, interesting, and should prove to be effective.

Fifth, there has to be planning in a community's efforts to prepare itself for development. The existence and work of the Farmville Planning Board met this requirement.

The sixth requirement of the Governor's Award program is that each industry within the town be visited. The purpose of these visits is to determine whether problems exist that could be solved with

community assistance and to seek the existing industry's support for further economic development and progress.

Farmville can be proud of the industries which have been here for many years and which have contributed so much to the area. We can see evidence of growth and expansion by your companies here. Your existing industries have indicated their willingness to work with the Farmville Development Council for continued improvement in the economic climate of the area.

Finally, the last requirement of the Governor's Award is the completion of an old-fashioned clean-up, fix-up campaign.

Every segment of your community pitched in and contributed to the very successful clean-up here. Some conditions were brought to the attention of businesses and property owners, and they responded beautifully. Southern Railway, in particular, is to be applauded for the contribution it made in this effort. Your clean-up campaign generated enthusiasm and pride. It also generated a letter to me from Jack Farrior,[2] a Boy Scout troop leader. As this group cleaned up discarded bottles and cans, they were appalled and they made known their feelings to me. But instead of becoming discouraged, they have gone on to set an example for others to follow.

We can't promise a community that achievement of the Governor's Award will automatically bring increased economic development. But we can promise our best efforts to assist you. Ads promoting Governor's Award towns have been placed in a group of national publications, and our rural development strategy for North Carolina is based in large part on our Governor's Award program. I am told that within the past six to eight weeks, there has been increased interest in Farmville by industrial prospects. I suspect that at least some of this interest comes from the attention the Governor's Award has focused on this community.

Farmville joins a select group of North Carolina communities that have achieved this award and in so doing have made themselves more attractive for industrial development. Our state industry hunters, and those of the banks, railroads, and utility companies, can sell the state. But the final sale is made at the local level by communities that are prepared.

Jack Lewis,[3] please step forward. I congratulate you and the citizens of Farmville for your efforts in achieving this award. It is my pleasure to present the North Carolina Governor's Award to Farmville.

[1][James A. Christenson], *Community Preferences and Population Distribution* published as Volume IV of *Through Our Eyes* (Raleigh: North Carolina Agricultural Extension Service [North Carolina State University and United States Department of Agriculture Cooperating], April, 1974).

[2]Jack Allen Farrior (1936-), native of Goldsboro; educated, Presbyterian Junior College; U.S. Army, Aviation, 1957-1960; one of owners, vice-president and secretary, Farrior & Sons, Inc., building contractors, specialty contractors, and metal fabricators in Farmville; active in civic and church affairs in Farmville. Jack A. Farrior to Memory F. Mitchell, September 3, 1976.

[3]John Baker Lewis, Jr. (1936-), of Farmville; A.B., LL.B., University of North Carolina at Chapel Hill; veteran of U.S. Navy; lawyer; active in religious and civic affairs and president, Farmville Economic Council, at the time of this speech. John B. Lewis, Jr., to Memory F. Mitchell, May, 1975.

ELEPHANT FORUM LUNCHEON

MIAMI, FLORIDA MAY 6, 1974

[Governor Holshouser's office issued "Highlights and Excerpts" from the governor's speech, given in the Miamarina Building in Miami on May 6. These are published below. Later that day, remarks in a similar vein were presented at the Appreciation Dinner, the Council of 500, given at the Sky Center in Jacksonville, Florida.]

New Federalism

There's been a lot of rhetoric about the so-called "party of the people" over the years, but it took this Republican administration in Washington to start moving government back to the people where it belongs. The "new federalism" and revenue sharing will be major weapons in the battle to bring responsibility back to state and local government and stop the concentration of power in Washington. For the first time, we see a real chance for the people of Florida or North Carolina or any other state to control their own destiny rather than having to look to big brother in Washington.

The Republican Party and the South

Ten years ago you could count the Republican congressmen from the South on your fingers. Then slowly but surely the tide turned, and now the trickle has become a flood. Nowhere in the nation are there better prospects for Republican gains than right here in the South. Just since 1968 there has been a net increase of eight Republicans in the U.S. House of Representatives and a gain of three in the Senate from the eleven southern states.

During that same short span we've had Republican governors in five southern states and more and more Republicans elected to various elected offices and to state legislatures. In 1960 there wasn't

a single Republican in either house of the legislatures of Alabama, Louisiana, Mississippi, South Carolina, or Texas. Arkansas had one, Georgia had three, Florida had eight, North Carolina had seventeen, and Tennessee had twenty-five. In every one of these states we've seen steady gains. In North Carolina we now have fifty Republican legislators, and you've done even better than that here in Florida.

One of the fascinating things about all these Republican victories across the South is that there have been strong conservatives like John Tower[1] and Bill Brock,[2] more moderate candidates like Win Rockefeller[3] and Lynwood Holton.[4] If they've all had one common ingredient, it is that they offer a real change from the one-party stagnation of the past.

People across the South had seen government grow fat and lazy. Too often progress in the South came in spite of government, and in most cases, government simply had not kept up with the growth and progress in all other parts of southern life.

Caring about People

One of the major problems that has faced government for sometime, not just in the South but all over the country, has been a steady loss of public confidence. People haven't lost faith in our *system* of government but serious questions have been raised about the ability of government to get the job done. In our own campaign in 1972 we talked a lot about proving that government cares about people and that government can be responsive to their needs. We've tried to do something about that in these months since the election. We began with what we called the "People's Program." At least once a month I hold open house for people in different parts of the state on a first-come, first-served basis, giving people a chance to take their problems right to the top on a person-to-person basis. The follow-up comes from our "People's Office," which functions full time and has a toll-free telephone and a sharp pair of scissors to cut through the red tape.

We've had thousands of North Carolinians at People's Day, writing about their problems or calling that toll-free number, and we're proving that it doesn't take months or years to get a response.

Translating Concern and "Caring" into Action

It's not enough just to care about people. You've got to have the mechanisms to translate that care into effective programs. Without effective tools, you're simply not going to have meaningful change. It's easy to have lots of rhetoric and to create a temporary "image,"

but that doesn't get the job done. Effective management is an absolute *must*. My first executive order was to establish the Governor's Efficiency Study Commission. We went to the business leadership in North Carolina and asked them to take a hard look at state government and to help us streamline its operation. The idea got just a tremendous response, and the entire study was conducted by about seventy-five of the top business leaders in our state. They really dug in hard, and while all the results aren't in yet, it's obvious that the savings are going to run into the millions of dollars.

We've also completed a constitutional reorganization of state government, and we've overhauled the state budget process, with a new program budget that has an emphasis on accountability from the bureaucracy. Just this past week we announced the creation of the new Office of Intergovernmental Relations to tighten our working relationship with local and federal officials and to keep up with all the federal grants coming into our state. This has a lot of people excited in North Carolina because when we came into office, we discovered that no one really knew just how many and how much in the way of federal grants were coming into our state and that no one was even keeping up with what was available. As a result North Carolina had been near the bottom of the ladder when it came to getting our fair share of the federal tax dollars coming back from Washington.

[1]John Goodwin Tower (1925-), U.S. senator from Texas; A.B., Southwestern University; A.M. in political science, Southern Methodist University; postgraduate work, London School of Economics and political science, University of London; former radio announcer and insurance agent; assistant professor of political science, Midwestern University before becoming U.S. senator in 1961. *Who's Who in America, 1974-1975,* II, 3097.

[2]William E. Brock (1930-), U.S. senator from Tennessee; B.S., Washington and Lee; associated with Brock Candy Co., 1956-1963; member of Congress 1963-1970; U.S. senator from Tennessee since 1970; Lt. (j.g.), United States Naval Reserve, 1953-1956. *Who's Who in America, 1974-1975,* I, 378.

[3]Winthrop Rockefeller (1912-1973), former governor of Arkansas; native of New York; educated Loomis School and Yale; honorary degrees; with Humble Oil and Refining Co., (Texas) 1934-1937; Chase National Bank, 1937-1938; and other businesses; governor of Arkansas, 1967-1970; World War II veteran. *Who's Who in America, 1974-1975,* II, 2613.

[4]For identification, see page 192.

SUMMARY OF SPEECH TO LEAD REGIONAL ORGANIZATION (LRO) CONFERENCE "NEW DIRECTION IN SERVICE DELIVERY"

RALEIGH, MAY 9, 1974

Speaking to representatives of the Association of County Commissioners and the League of Municipalities as well as to board chairmen and executive directors of the seventeen Lead Regional Organizations, Governor Holshouser discussed briefly the New Federalism, with the ensuing responsibilities for state and local governments. He outlined several steps which had been taken within the Department of Administration to meet those expanding responsibilities: the budget format had been redesigned; the Office of State Planning had been reorganized "to improve our ability to make policy decisions today to meet the challenges that we foresee for North Carolina . . ."; the Office of Intergovernmental Relations had "begun its work . . . and represents a major commitment to getting our fair share of federal funds and to getting the most out of the federal funds we receive."

A full partnership between state and local governments was essential if the citizens were to benefit from Washington's shift of responsibility. The Office of Intergovernmental Relations would be guided by desires of local officials, and the Lead Regional Organizations represented "one of the best means available to local governments to improve and strengthen their capabilities."

Governor Holshouser presented a new opportunity to the Lead Regional Organizations "to serve in a new kind of partnership between state and local governments in North Carolina." He observed that human service programs had multiplied greatly, resulting in confusion and duplication. A person qualifying for one of the human services programs often qualified for others, but this person usually had to go to several offices to get needed help. The new program would make these services conveniently available in a coordinated way. Decisions with regard to the initiation and implementation of human service delivery systems would rest with the local policy boards of the Lead Regional Organizations. The systems would include manpower, child development, family planning, aging, and the nutrition project for women, infants, and children. Others might be added later, the governor commented. The systems would be established at the option of the Lead Regional Organizations. He called on each LRO policy board to

indicate by July 1 whether or not it would join in the Intergovernmental Human Services Program. Where the board chose not to enter the plan, the five programs would be administered in that region by appropriate state agencies.

Governor Holshouser made the projected plan clear by saying, "Let me emphasize that this is not a program to centralize services for an entire region. It is an effort to place the planning and administration of these services under the direction of elected local officials working together through the LRO board. This, in turn, will encourage cooperative efforts to tie in these services with existing municipal and county services and to make them available at a network of locations that are easily accessible to the people utilizing the services."

The New Federalism could work, but it could work only "if we work together in a spirit of cooperation," the governor said in closing. He added, "That's what this new program is all about, and I firmly believe that it is going to mean a great deal to the people we all serve."

REGIONAL CONFERENCE ON FUTURE OF SOUTHERN APPALACHIA

BOONE, MAY 13, 1974

[The conference theme was "Toward 1984: The Future of Appalachia." It was held at the Center for Continuing Education at Appalachian State University.]

We're all here for this conference because we share an interest in this unique and special part of the world known as Appalachia, and because we all have a role in shaping its future. This is a big region. Its potential is unlimited, and its problems are complex. No longer is Appalachia an isolated, remote place of beauty. Because of its vast and essential resources, Appalachia's future has become closely and critically meshed with the future of this country, and even the world. That's why we are here; that's why this conference is taking place. There will be different opinions; interests may seem to conflict. But all of us share the recognition that the future of Appalachia, and perhaps the future of all of us, demands that there be careful and thoughtful consideration, a free exchange of ideas and viewpoints, and sound and sober planning.

I grew up in these mountains, and I've watched them change. Right here in this county, I have seen many changes come in just a few short years. We've seen a gradual influx of new industry, providing better incomes to many of our people. We've seen this area develop into a major, year-round tourist and recreation resort. I've seen the impact of such attractions as *Horn in the West,* Tweetsie Railroad, Grandfather Mountain, and the Land of Oz on our economy and our way of life. We've seen mountainsides transformed into ski slopes, bringing thousands of visitors and part-time residents to share our winters with us, too. We've seen total communities grow up around these resorts, complete with golf courses, swimming pools, and tennis courts.

We've seen this campus grow from a small teachers' college to a major state university, producing leaders and scholars in many fields. Western Carolina University and the University of North Carolina at Asheville have also made real strides. We've seen community colleges and technical institutes spring up throughout the mountains, bringing greater opportunities to our people.

None of these things could have happened without roads, the roads that have made these former "lost provinces" really accessible to the world outside. In recent years we have seen dramatic improvements in the highway systems serving all parts of Appalachia. We have also seen many airports constructed throughout the region.

The most important single force for these changes and economic improvements in this region has been the Appalachian Regional Commission. When the Appalachian Regional Development Act was passed in 1965,[1] the thirteen-state Appalachian area had one of the largest concentrations of rural poverty in America. Unemployment was high, health services were sorely inadequate, and transportation systems were poor at best. This program began as one of our nation's first large-scale experiments in state-federal partnership. The success of this partnership has been a major factor in the emergence of the so-called New Federalism that has reversed the flow of power to Washington and is starting to send it back to state and local governments.

Over the past eight years Congress has pumped some $2.2 billion into this region through the Appalachian Regional Commission. In the thirteen-state area, it has spent $1.3 billion for highways, $258 million for health programs, $169 million for vocational education, $9.5 million for housing, and $330 million in supplemental grants for various public works projects. In North Carolina alone, ARC

has provided more than $115 million to the twenty-nine counties that are part of the Appalachian Region. This total includes more than $54 million for development of highways, almost $4 million for local access roads, $5 million for child development programs, $17 million for health programs, $1.5 million for soil conservation, $77,000 for timber development, almost $1 million for housing, $9.7 million for vocational education, almost $3 million for research, and $19 million to supplement other federal grants for construction of water systems, sewer systems, libraries, hospitals, industrial parks, solid waste systems, and other facilities.

The Appalachian Regional program has played a vital role in improving the quality of life for our people. State and local officials and private business and industry have also made great contributions toward this goal. This is not to say that the job is done, or even that we're approaching the finish line. But we have made progress. Yet progress, too, has its hazards. If we rush pell-mell to develop these mountainsides, to harness the rivers and remove the mineral resources, without looking to either side to see what is happening, we could wake up one day and find ourselves wondering if this is the same land that we all knew and loved.

We know that this region, possibly more than any other, offers our best hope for solution of the country's energy problems and for enabling the United States to meet its energy needs in independence of other countries. We know that the coal is here, but we also know the environmental dangers involved. It's a big job—but one I know we can do.

America has met many challenges, such as the challenge of landing on the moon and the challenge of finding a vaccine for polio; and who is going to say that we cannot lick this challenge? With sure-footed determination, we can find a way to remove the tremendous reservoir of coal that remains in the ground without doing irreparable damage to the mountains. But in this, as in all we do, we must plan and work to make sure that we protect ourselves, that we don't wake up and find someday that we have let slip through our fingers all the good things these mountains mean to us.

There's an elusive term know as "quality of life." It includes the ability of a man to provide for himself and his family. But it encompasses more than that, more than income or bricks and mortar. It also encompasses the environment in which we live, the air we breathe, the water we drink, and the beauty of the earth and trees and flowers. That's what this conference is all about: energy, environment, and the human spirit.

I talked about growing up here in this corner of Appalachia. I talked about the changes that I've seen. But I didn't mention the things that haven't changed, the intangibles that had an even greater impact on me. I'm talking about the great human and moral values that are ingrained in our people—values such as thrift, paying our own way, knowing that with a great majority of people a man's word is as good as his bond. These values are a vital part of Appalachia, perhaps the best part. As we look to the future of Appalachia, let us not neglect the importance of preserving these values and sharing them with the rest of the world.

[1]For a discussion of the Appalachian Regional Development Act, see Memory F. Mitchell (ed.), *Messages, Addresses and Public Papers of Daniel Killian Moore, Governor of North Carolina, 1965-1968* (Raleigh: State Department of Archives and History for the Council of State, 1961), 267-268, 490, hereinafter cited as Mitchell, *Addresses of Dan K. Moore.*

COMMENCEMENT EXERCISES DAVIDSON COLLEGE

DAVIDSON, MAY 19, 1974

[The governor's reading copy rather than the press copy of the text of this commencement address is used here. Dr. Samuel Reid Spencer, president of the college, presided at the ceremonies.]

Eighteen years ago, I was sitting here in my cap and gown at these commencement exercises. There were a few cynical comments about "one last compulsory chapel." We didn't really appreciate Davidson and quality education that day quite as much as we did later. Davidson College had a profound impact on my life, and I am proud to be an alumnus. You're fortunate, as I, to have gained part of your education at a school committed to the principles of the Christian church and to quality education.

Time has passed quickly since that day. These years have been good to me; and they have been important years for all of you, years that will have an impact on you for the rest of your lives. Your generation has already lived through more history than most generations experience in a lifetime.

Never before in the history of the world has so much change been compressed into such a short period of time. Rarely before in the almost 200 years since the birth of our nation has the United States been tested so frequently and fiercely by the storms of crisis, conflict, and controversy. A long time ago as our nation struggled for

independence, Thomas Paine wrote, "These are the times that try men's souls."[1] These words could have been written for the entire decade of the 1960s, only it was the very soul of our country that seemed to be on trial.

We lived through the horror of assassination of a president and other public figures. We suffered the pain of riots in our cities and turmoil and violence on many of our campuses. Racial conflict at home and a war far away divided us as we had never been divided since the Civil War. We found our social order changing rapidly while our institutions struggled to keep pace with change. Few nations in history could have survived the pressures and conflicts that tore at the United States during the sixties. But survive we have. Not only did we survive, but we emerged from the nightmare with fresh hope and a renewed belief in the strength and vitality of our country.

There was also a growing awareness on the part of young people. Many years ago, Ralph Waldo Emerson characterized our nation as "a country of young people."[2] Never has that been more true than it is today. More than any other group, America's young people forced America in the 1960s to examine its national conscience and ask itself whether it was really living up to the great ideals upon which our country was founded. Despite all the troubles America found that it had a new generation of committed, dedicated Americans.

For the older generation, the learning process was sometimes painful; but the younger generation learned some hard lessons, too. They learned that the answers to our country's problems weren't found in riots. They learned that you don't correct shortcomings in the system by tearing the system apart. They also learned, by the millions, that the solutions to the questions that troubled them would not be found by giving up, by dropping out of society, or by turning their backs on their country. By the millions, all across America, young men and women decided that the way to get things done was to work within the system. They found out that they lived in an age when young people could have almost instant involvement in government and public service.

I was elected to the state legislature less than two years after I completed law school. Today there are many young men and women serving ably in North Carolina's General Assembly and other legislative bodies across the United States. On every level of government, involved young people have made, and are making, a lasting impact. I would not be governor today were it not for the

many, many dedicated young people who were willing to work around the clock in the '72 campaign; and many other people who hold public office today owe a similar debt to committed young men and women. Many of the young people who helped in our campaign, and many other young people, are now working in state government in North Carolina. Today there are also some 200 college and graduate students who are learning about state government firsthand while they work as student interns.

There was a time not too many years ago when we looked at the roster of Davidson alumni and found many outstanding ministers, lawyers, doctors, businessmen, and others who had carved out successful careers in various fields. But there were very few Davidson graduates who had chosen a career in government or politics. But that's changed, too. Today three of North Carolina's eleven congressmen are Davidson alumni. We have a growing number of Davidson graduates working with us in Raleigh. Still others are active in local governments as mayors, city councilmen, and county commissioners. Many of these Davidson alumni are recent graduates. They are part of the younger generation of Americans who decided to get involved and do something for their country.

Today we are hearing that Watergate and all its fallout represent another challenge to the spirit and fiber of America and that people are ready once again to give up on our political process. Well, it just isn't so. To accept that line of thinking is to surrender to the cynics. The cynic and the pessimist see a calamity in every opportunity. The optimist sees an opportunity in every calamity. Today, as you begin your future, I urge you to look at all the calamities that trouble us and recognize the opportunities they hold for you and for our country.

On a day such as today young people set their sights on many goals. Some seek financial rewards. Some in more general terms want simply to be successful. Some aspire to great scholarship or research. In our society all of these are valued as worthy goals. But I submit to you that the most important goal that you can set for yourself is to be of service to your fellowman. There are many ways you can serve mankind and make this world a little better place than you found it—through your careers and through voluntary participation in some of the many groups and organizations working on behalf of their fellowmen.

It is also my hope today that you will consider the service you can render by contributing your talents and your education to government and public service and through involvement in one way or

another in the political process. The tremendous challenges that face government, including the challenge of earning the confidence of the people, can only be met if there are people of ability, dedication, and determination who are willing to commit themselves to the vital business of government.

". . . ideas," said Emerson, "must work through the brains and the arms of good and brave men, or they are no better than dreams."[3] We can dream of a better world; or we can use our brains and our arms to *build* a better world. I urge you today to be dreamers—but to be builders, too.

[1]Thomas Paine, [No. I], *The American Crisis, and a Letter to Sir Guy Carleton, or the Murder of Captain Huddy, and the Intended Retaliation on Captain Asgill, of the Guards* (London: Printed and Sold by Daniel Isaac Eaton, December, 1776), 18.

[2]The full quotation is as follows: "America is the country of young men, and too full of work hitherto for leisure and tranquility; yet we have had robust centenarians, and examples of dignity and wisdom." Ralph Waldo Emerson, "Old Age," *Conduct of Life,* included in *The Works of Ralph Waldo Emerson* (New York: Tudor Publishing Company, Four volumes in one, [n.d.]), III, 343.

[3]Ralph Waldo Emerson, "American Civilization," *Miscellanies* (Boston: Houghton, Mifflin and Company, 1895), 289.

EAST BEND COMMUNITY HEALTH CENTER

EAST BEND, MAY 25, 1974

[Governor Holshouser spoke at formal opening ceremonies of the East Bend Community Health Center, the first of a number of clinics established in North Carolina as a means of combating the shortage of medical care in the rural areas. The clinic was located about twenty-five miles west of Winston-Salem in Yadkin County. Following the address the governor was presented a gavel by Joe B. Hennings, president of the East Bend Community Medical Foundation, Inc. The gavel was inscribed as follows: "Made from timbers of Richmond Hill Law School." Following his address, the governor greeted people in the audience and signed a special autograph on the cast of the left leg of Kent Huff, an East Bend funeral director. See *News and Observer,* May 26, 1974, and *Sunday Journal and Sentinel* (Winston-Salem) for the same date.

Before the close of his administration, Governor Holshouser took part in announcements concerning or dedication of other rural health centers: Harrells, Bladenboro, and Atkinson, September 4, 1974; Newton Grove, October 16, 1974; Whitakers, March 26, 1975; Dare County, January 22, 1976; Holly Ridge, April 21, 1976; Stovall community in Granville County, April 23, 1976; Vanceboro, April 28, 1976; Carolina Beach, June 9, 1976; and Southern Alamance at Snow Camp, October 2, 1976.]

This is a red-letter day for East Bend, for Yadkin County, and for the state of North Carolina. The opening of the East Bend Community Health Center represents the fulfillment of a long-held dream for many people here. For our entire state this ceremony is a landmark in the search for a system of health care that will assure that all the people can get medical attention when they need it within a reasonable distance of their homes.

We have known for a long time that we had a serious and worsening problem in North Carolina—the problem of the uneven distribution of medical care. We have known that in many of our rural counties and small towns in all parts of the state the ratio of patients to physicians had become several times greater than that generally acceptable for each doctor. We've known, too, that the problem could only get worse because in many of these rural counties and communities the doctors are getting ready to retire and replacements will rarely be available. It's a problem that is not unique to North Carolina. In virtually every state in our nation and in almost every country of the world, people are searching for solutions to this complex problem.



The governor participated in the opening of the East Bend Community Health Center on May 25, 1974. (Photograph from Office of Rural Health Services.)

A little over a year ago I went before the General Assembly and proposed a broad, far-reaching program aimed at this pressing problem. A key feature of this plan is to establish a system of community health clinics in areas of the state where the doctor shortage is being felt most acutely. The legislature agreed, and the modest funding we requested to begin the clinic program—less than $500,000—was appropriated. A new Office of Rural Health Services was established in the Department of Human Resources and given the job of putting the new rural clinics into operation.

As we expected, the initial interest and enthusiasm in the program was tremendous. The Rural Health Services office received thirty-four inquiries from thirty-one counties expressing interest in establishing clinics. These inquiries came from community leaders, physicians, health planners, civic organizations, and interested citizens.

In selecting the sites of the first five community health centers, the Rural Health Services office established what it felt would be the essential elements of a sound rural health center operation. These five elements include: the need for primary medical care; community support; the availability of a physician nearby to provide backup support; a potential supply of "physician extender" personnel, such as physician's assistants and family nurse practitioners, to staff the clinic; and an efficient community plan for the management of the program.

Choosing the first five sites was not an easy task. Many communities went right to work to meet the necessary requirements. But five communities had to be chosen. In September we announced that community health centers would be established at Bakersville in Mitchell County, at Newton Grove in Sampson County, at Whitakers in Edgecombe, on the Outer Banks of Dare County, and, of course, here in East Bend. The timetable calls for the five centers to be open by October, and they're all on schedule. But only one is now in operation, and that's the center we are officially dedicating this morning.

That didn't happen by accident. In no community in the state has there been more widespread enthusiasm than here in East Bend. In no community was there a greater degree of cooperation by all the people whose cooperation was necessary for this project to succeed than in the community of East Bend. Most of you already know the record. You raised more than $8,000 from over 900 households for this center in a drive that was originally designed to raise $3,500 from 500 households. This money was

matched by $21,500 in state money which was used in renovating and equipping this facility. The additional funds raised locally enabled the center to get additional equipment, prepare the parking area, and landscape the property.

Many people made this center possible. The family of the Doctors Benbow donated the property. The East Bend Medical Foundation has labored long and hard to create this medical care opportunity for the people of this community. The Bowman Gray School of Medicine's Department of Community Medicine has provided both the physician, Dr. John Denham,[1] and the physician assistant, Valerie Staples,[2] who staff the clinic.

These organizations and individuals, along with our Office of Rural Health Services and the more than 900 people who contributed to the local fund-raising effort, have made this center possible. Equally important and really essential to the success of this center is the enthusiastic support given by the doctors of Yadkin County. Since opening its doors on February 1 as North Carolina's first rural health clinic, this center has handled more than 800 patient cases. As of May 1 its roster of patients totaled 496 people. It's a pretty well-known fact that if people like the services they get somewhere, they come back. More than 300 patients made return visits to this center during its first three months of operation.

You have so much to be proud of in this center, and we're proud of it, too. This new rural health center program, together with the statewide system of Area Health Education Centers for medical education, has put us in the national spotlight. North Carolina's plan for health care delivery was discussed last fall at the Southern Governors' Conference and will be discussed at the National Governors' Conference in Seattle, Washington, next month. It's been an exciting development, and you're part of it.

Around July 1 we will announce the sites for the second five rural health centers.[3] In the next few years, we expect to see this program expand throughout the state. What you are doing here in East Bend will serve as a model and an inspiration for many communities throughout North Carolina and elsewhere. Your efforts have been a great example of what a community can do when the people draw together in a common cause. I appreciate it, and I promise you our full support as you continue to work together to bring good health to the people of this area.

[1]John William Denham (1936-), doctor from Winston-Salem; M.D., Bowman Gray School of Medicine; specialist in internal medicine. *1973 American Medical Directory* (Chicago:

American Medical Association, 26th edition, Part IV, Geographical Index), 3089, hereinafter cited as *1973 American Medical Directory*, Part IV.

[2]Valerie Staples (1948-), B.A., Connecticut College; graduate physician assistant program, Bowman Gray School of Medicine; on staff at East Bend Health Center since its opening in February, 1974. Valerie Staples to Memory F. Mitchell, October 29, 1975.

[3]On August 30, 1974, Governor Holshouser announced plans for a rural health center at Westfield in Surry County; and on September 4 of that year he told of further plans for centers at Harrells in Sampson County, Bladenboro in Bladen County, and Atkinson at Pender County; finally, on September 16, he announced plans for a center at Saluda in Polk County. See news releases of Governor Holshouser of the dates cited above.

U.S. SENATE SUBCOMMITTEE ON INTERGOVERNMENTAL RELATIONS

WASHINGTON, D.C., JUNE 12, 1974

[The following statement was given by the governor who was representing the National Governors' Conference. He spoke before the Senate Subcommittee on Intergovernmental Relations at the Oversight Hearing on General Revenue Sharing, held in the new Senate Office Building in Washington. The governor made it clear that he was presenting the views of his state as well as those of the National Governors' Conference on the subject of revenue sharing. The policy statement to which the governor referred is published at the end of his statement.]

Senator Muskie,[1] members of the subcommittee, I am pleased to appear before you this morning to present the views of the state of North Carolina as well as those of the National Governors' Conference on general revenue sharing.

As you probably know, the Governors' Conference held its sixty-sixth annual meeting last week in Seattle, Washington. Both as a member of the conference executive committee and as a participant in the debate at the plenary sessions, I can vigorously assert the governors' support for general revenue sharing. As the governor of one state which has benefited significantly from the program, I add my strong personal endorsement. I believe it is one of the most significant steps taken by the Congress in recent years.

I say that not just because it has made more money available for use at the state level, although that in itself is of importance. Rather, the point is that general revenue sharing represents a significant recognition by the Congress of the importance of state and local governments in maintaining a strong system of federalism. To be sure, the money has helped. It has meant the opportunity for the states to move forward in areas which otherwise might have had to wait. The states have recognized their own

responsibility in revenue effort, too. Since 1959 over forty major new taxes and 525 tax increases have been enacted by the states. State government revenues have jumped from $15 billion to $90 billion since 1954. In 1972 alone the federal government spent about $145 billion in domestic programs, while state and local governments were spending $160 billion in that same year.

The increased role of state governments, in particular the incredible revenue effort we have made in the past decade, has created both new opportunities and new pressures. State and local officials have witnessed an increasing resistance to new revenue initiatives. Combined state and local tax systems, while considerably more progressive than in the past, are still less so than the federal income tax. Most states have also recognized the role of local governments in our system and have made a greater effort to share the cost of traditional local services. The combination of the increasing number of state taxes and the increasing demand for programs, adding to the present inflationary strain, has naturally placed even greater pressure on state governments.

So there is a very sound argument for continuing high levels of federal assistance. There is also a strong argument that the assistance should continue to be in the form of general revenue sharing. First, I am convinced that the certainty of these funds is as important to the states as the dollars themselves. The federal system has matured to a point where federal, state, and local fiscal systems are more closely intertwined than many government officials realize. When I prepare my budget, the availability of federal funds is a major area of concern. It dictates my need to ask the legislature for matching moneys; it determines whether I will support requests for additional staff positions, and it impacts on my priorities for expenditures of state moneys. With the notable exception of general revenue sharing, we have to make these judgments on the basis of guess work. The advance assurance of a known amount of federal money is critical to sound budget planning. Of all the forms of federal assistance, revenue sharing alone allows us to make timely, well-informed decisions about federal assistance in recommending a budget to our legislatures. Even the current system has been subject to the weakness that states have been uncertain as to the permanency of the congressional commitment.

While this has resulted in some caution, I'm sure, I'm also confident the major consequence is that general revenue sharing reports from state and local governments often give a very distorted picture as to the real impact of the effort. State and local budget officials

have constantly warned against placing revenue-sharing dollars into recurring expense items, and as a result the reports don't always truly reflect what has happened at the state and local levels as a result of the increase in available funds. In North Carolina it has meant the most progressive step forward in public education in our state's history, with a statewide kindergarten program, reduction in class size, and an increase in our commitment to exceptional children. It has meant a giant step in our mental health program and a broad new prison reform effort. Yet you will find little of that reflected in our report, because of that cautious concern about the years after 1976.

It is also a plain fact that state legislatures which still have a biennial budget will convene and probably adjourn next spring without knowing whether fiscal 1977 will hold revenue-sharing funds for six months or twelve months. These states desperately need some advance sign from the Congress concerning the continuation of the general revenue-sharing concept. Yet even with these problems, general revenue sharing has been a giant step toward positive government for the future. Of special significance is that it allows the state to establish its own priorities for use of federal funds, free from narrowly drawn categorical restrictions. It allows the states to assume a more important role, and a role I believe to be vital, in the area of domestic programs.

It is also apparent that the majority of these funds have been spent in education, perhaps the single most important social program of all in the long run. While critics have argued that the funds have not been used to meet high priority social programs, we have been spending our revenue-sharing dollars as part of the major effort in nearly all states to equalize educational opportunity among our school districts. These expenditures accomplish two goals. They assist in the equalization process, and they help take some of the edge off the burden of regressive property taxes borne by citizens at the local government level. If the combined impact of state and local expenditures of their funds result in enabling local government to avoid an increase, or actually cut regressive local taxes, then the program will have introduced an additional progressive element.

To underscore the importance of this issue to governors, I would like to point out that we adopted a new policy statement on this issue at our recently concluded annual meeting. The new statement does not merely call for reenactment of the existing program but goes back to the position advocated by the governors in our original

efforts to secure passage of the current program. I have attached a copy of the newly adopted policy to my remarks and ask that it be included in the record of these hearings. To summarize briefly, however, the policy calls for:

(1) a permanent program not requiring successive reenactments;

(2) the determination of funding as a percentage of federal income tax collections, and;

(3) the clearest possible statement of congressional intent that the program not be viewed as a replacement for funds now available under ongoing federal assistance programs.

Most important, from my own view, is that Congress resist the temptation to add an array of new categorical restrictions or seek to mandate congressionally determined priorities in the expenditure of the funds. While everyone will not be happy with the uses made of these funds by some state and local units, I am confident that general revenue sharing has made a tremendous impact across America. Yet the states of this country do not come as pigs to the trough, grunting in pleasure if the trough is filled a little higher. Rather, we speak with a real conviction that state and local governments are vital partners in our federal system, that there is logic and reason in saying that those closer to the grass roots of this country are so often best able to make value judgments on what is good for the people down the street or up the road.

Policy Statement—National Governors' Conference, 1974

GENERAL REVENUE SHARING

The National Governors' Conference went on record in 1965 in support of the principle that the federal government share a portion of its revenue with the states, unfettered as to functions for which it is used.

With passage of general revenue sharing in October, 1972, the conference reiterates its strong support and calls upon the Congress and the administration to keep general revenue sharing free of categorical restrictions and cumbersome administrative guidelines.

Specifically, the conference applauds language in the act which calls for reliance on the laws and procedures used by state and local governments in administering their own funds as the basis for administering revenue sharing. The conference feels this language to be the basic foundation of general revenue sharing and thus all administrative regulations and procedures should build upon this

principle. States are particularly concerned that federal accounting regulations not impose additional requirements on existing state accounting practices.

Further, the National Governors' Conference calls upon Congress to reenact general revenue-sharing legislation during the first session of the Ninety-fourth Congress to provide states adequate lead time for proper budget preparation. Reenactment should include features sought by the National Governors' Conference during debate over the current program. These include: funding based on a fixed percentage of federal income tax collections, a permanent program not requiring periodic reenactment, and clear statement of congressional intent that the program not be viewed as a substitute for existing categorical grants-in-aid. Finally, because the most valued feature of the program is the fact that funding is known in advance, revenue sharing should be specifically excepted from new congressional budget procedures requiring that advance spending authority be subject to annual appropriations review.

The conference urges all governors to begin early preparation and communication of their views of the program to their congressional delegations and the NGC staff.

[1] Edmund Sixtus Muskie (1914-), lawyer, senator from Maine; A.B., Bates College; LL.B., Cornell; governor of Maine, 1955-1959; senator from Maine since 1959. *Who's Who in America, 1974-1975,* II, 2247.

SUMMARY OF STATEMENT AT NEWS CONFERENCE GIVING PROGRESS REPORT ON IMPLEMENTATION OF EFFICIENCY STUDY RECOMMENDATIONS

RALEIGH, JUNE 26, 1974

After briefly giving the background of the Efficiency Study Commission, the governor reviewed steps taken to implement its recommendations under the leadership of Dave Davis[1] as full-time coordinator. The commission made 676 recommendations; it was determined that 580 could be implemented by executive action while 96 would require legislation before they could be put into effect. An estimated $80 million could be saved by carrying out the 676 recommendations. The chief executive reported that out of the total of 676, 214 or 32 percent had been implemented; 236 or 35 percent were in process; 153 or 23 percent were under study; and 73 or 10

percent were found to be unacceptable. Of those which had been implemented or would be carried out within a year, the savings would total $52,654,000 or 66 percent of the total potential dollar savings or income shown in the report of the commission.

Some of the money saved would revert to the state treasury; some would be used to expand or improve services; some would be used to meet the demands of inflation. Governor Holshouser gave examples of increased costs to the state brought about by inflation, adding that the commission's report had given "tools to help us withstand the impact of inflation. . . ." For example, the Office of Purchase and Contract had been reorganized to concentrate purchasing power through the use of commodity-buying teams.

Recommendations made by the commission included the replacement of standard-sized cars in the motor pool with compact cars, which would save in the initial cost of purchasing vehicles and also in the amount of gasoline to be purchased. The governor reviewed examples of savings in the Department of Social Rehabilitation and Control, including the conversion of the Leonard School from a youth development facility to a youthful honor grade unit "to address the specialized treatment problems of youthful offenders." This saved the cost of a new structure for the purpose.

The Department of Human Resources had closed Gravely Sanitorium, located next to North Carolina Memorial Hospital in Chapel Hill, and had turned it over to the hospital for extra needed beds. The study commission had recommended the closing of the Western North Carolina Specialty Hospital at Black Mountain on the grounds that none of the four specialty hospitals was operating at capacity and that this hospital needed more renovation to meet fire and safety regulations than any of the others but had no funds available for the purpose. The decision to close Gravely instead was based on the need to maintain a specialty hospital in the western part of the state. Gravely, with McCain in the central section of the state, and the hospital at Wilson in the eastern part, would provide specialty hospitals in all sections with each operating at near capacity.

The Department of Human Resources had also carried out another recommendation of the commission when it closed the forensic unit at Cherry Hospital. This freed eighty-eight personnel positions for use elsewhere in the mental health program. The forensic unit at Cherry was converted into an annex of the Caswell Center to house retarded patients.

As a result of the study, the Division of Mental Health Services was collecting fees legally due from patients who could afford to pay; and the North Carolina Orthopedic Hospital in Gastonia and the Lenox Baker Cerebral Palsy Hospital in Durham had begun collecting patient fees for services, formerly given practically free.

These and other details cited in his speech proved the value of the study, Governor Holshouser said. He felt that the state had "made some significant strides in what will be a continuing battle to give the people of North Carolina a state government that squeezes the maximum of service out of their tax dollars. We want to do the best job possible in proving that government can serve the people efficiently, effectively, and economically."

[1]William H. (Dave) Davis III (1944-), A.B., Wake Forest; army veteran; with Wachovia Bank and Trust Co. in Charlotte and later with Headen and Company, Inc., of Charlotte; joined Department of Motor Vehicles as assistant director for registration and reciprocation in February, 1973; became director of division in October; coordinator for the implementation of recommendations of Governor's Efficiency Study Commission, December 11, 1973. News releases of Governor Holshouser, September 4 and December 11, 1973; Motor Vehicles information.

GOVERNOR'S CONFERENCE ON TOURISM

RESEARCH TRIANGLE PARK, JUNE 26, 1974

[The tourism conference was held at the Governor's Inn in the Research Triangle Park. On Wednesday, following the afternoon session, the conferees enjoyed the governor's reception, with entertainment provided by the Charlotte Scottish Pipe Band and the Grandfather Mountain Highlanders. After the governor's banquet that night, a performance was given by the Grandfather Mountain Cloggers.

In the course of his remarks, Governor Holshouser referred to the opening of North Carolina's Canadian office. He had traveled to Toronto where the announcement concerning that office had been made during a news conference at the York Hotel on January 29, 1974.]

It's a pleasure to join in welcoming you to this conference. This is the first Governor's Conference on Tourism that's been held in North Carolina in many years, and it comes at an appropriate time. Today North Carolina has more to offer our own people and our visitors than ever before. At the same time we all know that there are problems that affect our travel industry, problems such as the energy crisis and the economic crunch that hit everybody's pocketbook. But it's also a time of great challenge and opportunity for all

of us who depend, directly or indirectly, on tourism in North Carolina.

So it's a good time for us to get together and talk a little bit about what our state government is doing to help the travel and hospitality industry and what we should be doing to make a visit to North Carolina even more delightful for the millions of people who come to our state every year.

A good conference program has been arranged by the Travel Council of North Carolina and the State Travel and Promotion Division, our cosponsors. I hope you are finding the conference both informative and helpful.

There really are two main reasons for this conference. One is to provide information and ideas to travel industry representatives and other interested people. The other is for us to get information and ideas from you. In this way both the Travel and Promotion Division and the Travel Council can do a better job for you, and you will have a better idea of the things these groups are doing in your behalf.

All of us know what travel and tourism mean to our state. As I mentioned at the Travel Council's meeting in Fayetteville in March, I grew up in a resort town and I am well aware of what our mountains meant to people who came from near and far to enjoy them and what impact the visitors had in bringing greater prosperity and enrichment to the lives of our people. The travel industry has brought these same benefits to many areas of North Carolina—to the coast, the Sandhills, and the historic villages and towns across our state. This year, this industry generated a total income of $1.1 billion for North Carolina's economy. It provided employment for 149,000 people. These figures were taken from the 1973 North Carolina Travel Survey, the first comprehensive effort of this kind in the history of our state. The survey will be presented to you in depth later during this conference, so I won't dwell on it. But I do want to urge you to study it closely, because I believe it can be a very effective tool in our efforts to do a better job in encouraging vacations and visits in North Carolina.

What all these figures do add up to is that the travel industry is big business in North Carolina—a major industry that makes a significant contribution to our total economy. Whatever planning we do in our state, whether it be planning for dealing with an immediate energy crisis, or long-range land-use planning, consideration of our travel industry has to be a major part of the picture.

Just what has the state done in the way of keeping tabs on the energy picture as it relates to travel? For one thing, the Travel and Promotion Division has kept in constant touch with the State Energy Office concerning the availability of fuel, both for now and in the future. We've all been working hard to avoid any future scenes like we saw last winter when the long lines formed at the gasoline stations. During that critical period, members of the Travel and Promotion Division and the Department of Natural and Economic Resources set up fourteen meetings in all parts of the state dealing with tourism and the energy crisis in an effort to act as a communication channel between state government and the travel industry.

These meetings also helped the division arrive at a concept that has not been used to full advantage in this state, the idea of package tours and plans. In this energy-conscious time in our history, we know that this can be an effective tool in keeping our travel industry booming. To reach the goal of more and better package planning, the division acquired the services of a package tour coordinator, a man with thirty years' experience in hotel and resort management.[1] He is now compiling a book of package plans to be used by travel agents around the world. We expect this to increase considerably the number of travelers to North Carolina. Our package plan coordinator also is acting as the convention specialist for the state. He is prepared to work with anyone in the industry who wants to develop a convention center or who wants to attract more conventions to existing facilities.

Our five Welcome Centers, staffed by attractive hostesses who greet interstate visitors as they come across our boundaries, play a great role in passing information to travelers. In many instances, people who originally planned just to pass through North Carolina have been encouraged to stop and enjoy some of the things the state has to offer.

Meanwhile, the Travel and Promotion Division is telling North Carolina's story in a variety of other ways. Division staff members attend the major travel shows throughout the eastern United States and Canada, making personal contacts and distributing literature. A staff of writers and editors turn out articles and feature stories that are published in newspapers and magazines across the country. Writers and broadcasters from the eastern United States and Canada are brought into the state and are shown the people, places, and things that make North Carolina what it is. This program of hosting writers is reflected in many publications that

cover travel, hunting, fishing, and outdoor life, both regionally and nationally. North Carolina appears as "the place to go" in some magazine or newspaper almost every month. This is editorial copy. It has a certain credibility with the reader that a paid advertisement might not have. By spending a small amount of money to host these writers, the state gets virtually millions of dollars of free space in national and regional publications.

This doesn't mean that the paid advertisement isn't important. It *is* important, it's vital. And North Carolina has some of the most creative advertising in the nation. Because of the energy situation, we've deliberately reduced the geographical scope of our advertising. It's plain common sense that most people are going to be looking for vacation sites closer to home this year. So most advertising is being placed within a 300- to 500-mile radius of our state, to reach the market that is proven by the travel survey. We've made one exception to this, however. Because we know that Canadians for years have been vacationing in the southern United States in growing numbers, we're making a special effort to get the Canadian traveler to think about North Carolina as his vacation destination. We've opened a North Carolina Information Office in Toronto, headed by John Fisher,[2] who is known internationally as "Mr. Canada" for his role as a goodwill ambassador. He's doing a top-notch job for us, and you'll be hearing from him in the conference.

Last year, 85,000 Canadians visited Myrtle Beach. I would be willing to bet that 95 percent of them went straight through North Carolina, or flew over us, without stopping. We want Canadians to know that they can have everything they want in the way of a vacation in North Carolina, without traveling that extra distance and using that much more fuel to get to South Carolina, Georgia, or Florida.

We've got it all for everybody, whether they're looking for a change of scenery, a vacation adventure, or just a place to spend a quiet time alone. But *you* know what this state has to offer, or you wouldn't be in this business. As the years go by and the prosperity of this nation increases, so will the people's leisure time. People are going to continue to travel—not even the high price of gasoline is going to stop that. With imagination, new ideas and foresight, we can work together and turn our problems into opportunities.

I know that the Travel Council and the Travel and Promotion Division stand ready to assist you in any way, and they're eager to hear your ideas as to how they can do a better job. That's all we need, because we've got the product to sell.

In the late sixteenth century, two explorers Philip Amadas[3] and Arthur Barlow[4] stood on the wooden deck of their sailing ship and looked out at the New World, which was for them the coast of North Carolina. They sniffed the good smells of the earth, the sweetness of the flowers growing wild, and they saw the virgin forests along the shore. As Amadas returned to England, he wrote in his journal: "It is the Goodliest Land under the Cope of Heaven."[5] And it still is. Thank you.

[1]Frank Ramsdell (1918-), native of Springfield, Massachusetts; courses at Columbia, New Hampshire, Massachusetts universities; graduate of Holiday Inn University; longtime experience in hotel and resort management prior to becoming sales manager for Pinehurst, 1967-1972; manager of Holly Inn in Pinehurst, 1972; innkeeper, Holiday Inn, Southern Pines, 1973; joined Department of Natural and Economic Resources, February, 1974. Telephone information from Mr. Ramsdell to Memory F. Mitchell, April 15, 1976.

[2]John Wiggins Fisher, native of Sackville, N.B., Canada; LL.B., Dalhousie University; lawyer; former legal researcher, newspaper reporter; joined CBC Toronto as broadcaster; executive director, Canadian Tourist Association, 1956-1961; special assistant to Prime Minister Rt. Hon. John Diefenbaker, 1961-1962; commissioner, Canada's Centennial, 1967. Robert Collins, "Meet 'Mr. Canada,' " reprint from December, 1967, issue of the *Reader's Digest*, and biographical information furnished by John W. Fisher to Memory F. Mitchell, January 26, 1976.

[3]Philip Amadas (1550-1618), naval officer, commander of Walter Raleigh's fleet; left England in April, 1584, went to Canary Islands, then West Indies; reached North Carolina coast in July; returned to England, September, 1584; accompanied Sir Richard Grenville in colonization project in 1585. *Who Was Who in America: Historical Volume, 1607-1896* (Chicago: Marquis Who's Who, Inc., Revised edition, 1967), 90, hereinafter cited as *Who Was Who: Historical Volume*; *Webster's Biographical Dictionary* (Springfield, Massachusetts: G.&C. Merriam Co., First edition, 1966), 38, hereinafter cited as *Webster's Biographical Dictionary*.

[4]Arthur Barlow(e), (1550?-1620?), English navigator, explored coast of present-day North Carolina with Philip Amadas; his letter to Sir Walter Raleigh influenced Raleigh to select Roanoke Island for settlement of colony. *Webster's Biographical Dictionary*, 103.

[5]Richard Grenville made a voyage to the New World in 1585 for Sir Walter Raleigh. He left the colony under the governorship of Ralph Lane; the small group stayed from August 17, 1585, to June 18, 1586. A letter from Ralph Lane to M. Richard Hakluyt, written from "the new fort in Virginia, this third of September, 1585," described the area as "the goodliest soil under the cope of heaven. . . ." David Leroy Corbitt (ed.), *Explorations, Descriptions, and Attempted Settlements of Carolina, 1584-1590* (Raleigh: State Department of Archives and History, Revised edition, 1953), 36-37.

SUMMARY OF SPEECH TO CAROLINAS ASSOCIATION OF MUTUAL INSURANCE AGENTS

ASHEVILLE, JUNE 28, 1974

Governor Holshouser spoke at the prayer breakfast of the Carolinas Association of Mutual Insurance Agents when the group met at the Grove Park Inn in Asheville. He began by commenting

on the significance of the occasion, noting that the group was "taking a pause from the business of your annual convention to join together in prayer." By taking this step, those in attendance were recognizing their need for spiritual guidance, the governor added.

Governor Holshouser observed that no man was an island, that problems facing society were those applicable to everyone. He discussed the energy crisis, noting that most people had acted positively in helping find solutions to that problem. Citizens had reacted responsibly to long lines at the gasoline stations; they had lowered their automobile speeds and had found that the reduction of speed had also helped save lives. Though the gasoline crunch had eased, the governor hastened to point out that the crisis was not solved. The natural gas supply was threatened, and the governor predicted that many businesses would have to find alternate fuel supplies. He called for conservation of electricity, suggesting a setting of 78 degrees for air conditioning thermostats during the summer months.

The chief executive closed by saying he had faith in the people and believed that the majority of American people held "fast to the principle that we are a nation under God."

ANNOUNCEMENT AT NEWS CONFERENCE ON AFFIRMATIVE ACTION POLICY

JULY 18,1974

[The following announcement was made in the State Capitol.]

Both before and after I was elected governor, I pledged to the people of the state that we would have a full partnership for all North Carolinians. In working toward that goal this administration has worked hard to open up the processes of state government to all segments of our society, especially to the large parts of our population—blacks, Indians, women, and others—who simply had not been given a full opportunity to contribute to the government of this state.

For the past eighteen months it has been our policy actively to seek out talented people from all of these groups to fill positions of responsibility and leadership, including both paid jobs and positions on voluntary boards and commissions. These efforts have met with at least some measure of success. I believe that state government is better today, and North Carolina is better served, because

of the people who have been brought into government through these efforts. But in pursuing this goal of a "full partnership," we've known that a broader effort would be necessary if the spirit of this idea is really to become a fact throughout state government. Last summer we formed an Equal Employment Opportunity Task Force to begin work on a clear Affirmative Action Policy for the employment of minorities, women, and the physically handicapped throughout state government.

At my request each member of my own cabinet, the Council of State, and President Friday of the university system appointed a high-ranking member of his or her staff to this task force. To serve as chairman of the task force I named my special assistant for minority affairs, Dr. Larnie Horton.[1] The task force has completed its work on the Affirmative Action Policy for the state of North Carolina. Today I will formally submit this plan to the State Personnel Board and ask that members act on it at their meeting on August 2. The task force has worked hard. I believe it has developed an effective, workable plan, one that will have a significant impact on this state for some time to come.

There isn't time this morning for me to give you a complete rundown on this plan. Each of you has been given a copy, and I hope that you will read it thoroughly. You will see that this document establishes the policy of this state to provide all applicants for state government employment with equal opportunities for jobs. You also will see that all employees are to be given equal opportunities for promotion, training, or pay, except in cases where sex, age, or physical requirements may be essential qualifications for particular jobs. In other words, this program represents a *commitment* by the state of North Carolina to have policies and practices throughout state government that seek equal opportunities and equal treatment for all.

An essential feature of this plan is the establishment of the Governor's Task Force on Equal Employment Opportunity as a permanent body with representatives from each of the seventeen major state departments. The task force has six specific, continuing objectives. These objectives are: Number one, to involve representatives from each department and higher education in the development and implementation of equal employment opportunities; two, to review personnel policies and procedures relative to the hiring and promotion of women, minorities, and the handicapped in state government; three, to recommend appropriate personnel policies and procedural changes, where necessary, relevant to recruitment,

hiring, and promotion of minorities, women, and the handicapped in state government; four, to develop comprehensive programs in each department to establish an atmosphere of acceptance and goodwill among all people in state government; five, to assemble and disseminate data relative to minorities, women, and the handicapped in North Carolina state government; and six, to identify and isolate barriers that exclude women, minorities, and handicapped persons from employment in state government, and recommend ways and means that the barriers may be overcome.

The task force and the Division of State Personnel will have major responsibilities. But it will be up to all of us throughout state government to make this program work. As governor, I pledge my own full commitment to this plan as a major step in our efforts to assure that "full partnership" for all North Carolinians. I hope and believe that all departments and agencies will give this program their complete and wholehearted cooperation and support. With this spirit we can hasten the day when an affirmative action policy won't even be necessary to guarantee equal employment opportunities for all.

[1]For identification, see page 71.

STATEMENT AT NEWS CONFERENCE ON GOVERNOR'S POLICY GUIDELINES

RALEIGH, JULY 23, 1974

[At a news conference in the State Capitol, the governor presented his guidelines in the form of a 31-page, beautifully illustrated booklet, entitled *North Carolina Governor's Policy Guidelines*. Its contents included sections on aging, corrections, economic development, education, energy, health (physical and mental), land policy, law enforcement, Lead Regional Organizations, recreation access, transportation, and water resources.]

During the first eighteen months of this administration we have made significant progress in a variety of areas. We can be proud of the progressive education program which has brought reduced class size, a commitment to a statewide kindergarten program, and a new thrust for the community college system and higher education. The new seven-year highway plan has given us for the first time a program which allows for long-range planning and minimizes the waste of tax dollars. The major new state parks

program joins our new efforts in land-use planning to help preserve the quality of our natural resources. We have moved forward with a comprehensive correctional reform program. We have taken bold new steps in mental health, with the effort toward community-based services. Perhaps most of all, we have placed North Carolina in the forefront of the nation in the fight for better health care delivery. We believe this is a "people's administration," and it should be so, for we are here to *serve* the people of North Carolina.

One of my major concerns as governor has been a desire to create a sense of teamwork within the executive branch of government. It is important, I believe, for every individual in state government to feel that he or she is a part of a unified effort to make government work more effectively for the people of North Carolina. In government, as in other large organizations, the pressure of day-to-day activity leaves too little time for in-depth evaluation of basic goals and objectives. In an attempt to counter the frustrating tendency of governments to act in short-term response to immediate demands, I have taken the time to outline some major directions which I feel state departments should pursue during the next biennium.

While the issues presented here are by no means a complete listing of the problems and opportunities facing North Carolina, they do represent areas upon which I expect to focus major attention. I hope that each state employee, as well as citizens in general, will consider these and will offer ideas and alternatives that will help us move toward more effective government.

I hope you will look closely at what we're saying in the guidelines about our senior citizens; about economic development, education; about land policy, water quality, and giving our people better access to more recreation areas; about what we need to do further in the area of health care, transportation, and energy; about our needs in corrections and law enforcement, and concerning our Lead Regional Organizations. To move toward these goals state government must have effective management to bridge the gap between the setting of goals and their realization. Only if this capability exists can state government continually direct its resources toward the most urgent problems and needs. No enterprise as large as state government can afford to make basic decisions in a casual or routine way.

The reorganization of the executive branch, the report of the Governor's Efficiency Study Commission, and the development of a new budget format organized around programs have provided a foundation for further progress in the management of state govern-

ment. The next step is to make improvements in the decision-making *process* which takes place within the *structure* provided by executive reorganization and the planning-budgeting cycle. Major policy decisions of state government are made in a biennial (or annual) cycle, in which the executive branch develops and reviews plans and budgets for submission to the General Assembly. During the 1975-1977 policy cycle, the areas mentioned in this document should be emphasized.

All departments of state government are now preparing program plans, including evaluation of performance and assessment of future needs, to serve as a basis for making budget requests. Anticipated reductions of the rates of growth of state revenues and the rapid inflation of the cost of delivering state services make program planning and evaluation especially crucial. Since present programs and spending levels constitute the largest single resource that can be redirected to meet the state's most urgent needs, more emphasis must be given to setting priorities which reflect careful and considered choices among new and old programs. Reflecting this need, greater emphasis will be placed on developing performance indicators for programs to be printed in the budget document.

STATEMENT ON RESIGNATION OF PRESIDENT NIXON

AUGUST 8, 1974

[On the evening of August 8, 1974, President Richard M. Nixon announced that he would resign effective noon, Friday, August 9. The resignation came about as an aftermath of the Watergate scandal, and the resignation was not unexpected. Vice-President Gerald R. Ford was sworn in as president of the United States on August 9. *News and Observer,* August 9, 1974.]

This country was greatly divided during the 1960s, and I think that one of the concerns that many of us in government have had was the recognition that, as we approach the bicentennial era, there was not only a great potential for healing the wounds of this country but of getting a rebirth of the American spirit and of many of the ideals upon which this country was founded. In order for us to reach the true potential of the bicentennial era, it became obvious that as a nation we would need strong leadership in the White House. The episodes dealing with Watergate and its aftermath have left a mark which would truly have made most difficult the

possibilities for President Nixon to achieve that kind of maximum effort.

Watching President Nixon as he spoke to the nation tonight, I felt perhaps he gave his greatest speech. There were many things that could have been said and many tones which could have been set for the days ahead, and I think he consciously chose to set a tone for unity for the country and for a hope for the future which should make indeed possible the kind of achievement in the bicentennial era that I have believed hopeful.

This has obviously been a long and a very painful ordeal for the people of this country, perhaps one of the most difficult in our history. It has left a mark which I'm sure will not soon be forgotten. The long agony is now over; and I'm sure that there is for all Americans, regardless of how they have felt in regard to the president during the entire impeachment process, a sense of relief that we can again direct the full attention of the presidency and of the Congress to the crucial issues that we face together as a people in this country. It is my hope and it is my belief that the people of America will join in unified support for Gerald Ford as he assumes the presidency in most trying circumstances.

Recognizing the tremendous challenges that he will face as he assumes the highest office in the land, I have a great personal confidence that President Ford will give us the kind of leadership that this country needs and deserves; and, of course, it is also good from a personal standpoint to know that because of the many visits Gerald Ford has made to North Carolina, he is familiar with us, with our problems, and with the challenges that we face. I think we know that we have a friend in the White House.

STATEMENT ON AID FOR THE STATE'S SHRIMP INDUSTRY

AUGUST 12, 1974

North Carolina's shrimp industry, the most valuable segment of our commercial fishing industry, is experiencing unusual economic problems. A large inventory of frozen shrimp and an abundance of fresh shrimp, because of a good shrimping season, have depressed the value of shrimp in the market. The severely depressed dockside prices, coupled with an increased cost of fishing operations, affects the livelihood of several thousand fishermen, wholesalers, dealers, and processors in every coastal county. This situation has resulted

from a number of factors which are national and international in scope and which collectively have occurred over a period of several months, reaching a climax here in North Carolina with the opening of our shrimp season and unusually heavy landings.

In light of its economic situation, I feel that the shrimp industry warrants the full support of state government in encouraging increased consumption of shrimp here in North Carolina. Therefore, I have asked the Department of Natural and Economic Resources to increase its efforts in seafood marketing by the preparation of special posters and recipe leaflets designed to call attention to the availability of shrimp in the coastal resort areas of our state and to encourage the vacationing public to purchase this highly desirable seafood product. I have asked the food editors of the news media, food chain merchandisers, and restaurant chain executives to feature shrimp through articles, releases, and promotions, and to help in this effort in making the public aware of the plentiful supply of shrimp, its moderate cost, and its value as a nutritious food.

STATEMENT ON PRESIDENT FORD'S VICE-PRESIDENTIAL CHOICE

AUGUST 20, 1974

President Ford has selected as the vice-presidential nominee a man who has a phenomenal tenure of fifteen years as governor of one of our nation's largest states. Nelson Rockefeller[1] obviously has a strong background in governmental administration. He is personally familiar with many foreign countries and their leaders, and he can bring a true reservoir of knowledge to the office of the vice-president.

At one time he would have been considered too liberal to be accepted in the more conservative areas of the country. In recent years, however, his crackdown on welfare abuse, his hard-nosed approach to the drug problem, and his concern for fiscal integrity have highlighted a move which now finds him both accepted and praised by men like Senators John Tower,[2] Bill Brock,[3] and Strom Thurmond.[4]

This has been an especially difficult time for America. And now it is time for us to unite and pull together as a people. President Ford and his vice-presidential nominee are going to need the help and support of the entire country if we are going to lick the serious problem of inflation and to maintain our strength as the leader of the free world.

[1]Nelson Aldrich Rockefeller (1908-), native of Maine; A.B., Dartmouth; former director, president, chairman, Rockefeller Center; various federal government positions; governor of New York, 1958-1973; picked by Ford to be vice-president. *Who's Who in America, 1974-1975*, II, 2613; "Striking it Rich," *Newsweek* LXXXIV (September 2, 1974), 14.

[2]For identification, see page 226.

[3]For identification, see page 226.

[4]Strom Thurmond (1902-), United States senator from South Carolina; B.S., Clemson; lawyer; former state senator; county and city attorney; circuit judge; governor of South Carolina, 1947-1951; U.S. senator from South Carolina since 1955. *Who's Who in America, 1974-1975*, II, 3079.

FIRST PROVINCIAL CONGRESS COMMEMORATIVE PROGRAM AMERICAN REVOLUTION BICENTENNIAL FESTIVAL

NEW BERN, AUGUST 25, 1974

[New Bern highlighted a bicentennial festival with an address by Governor Holshouser given on the lawn of Tryon Palace. In his remarks the governor called attention to the reconvening of the First Continental Congress, scheduled for Philadelphia September 4, 5, and 6. The governor's reading copy of the text of this speech is used here.]

A long time ago somebody described North Carolina as a "vale of humility between two mountains of conceit." I'm sure that the person who first came up with that description meant it as a compliment. I know most Tar Heels have always taken it that way. But while I would never refer to our great neighbors to the north and south "as mountains of conceit," I would say that maybe we sometimes have carried this "vale of humility" business a bit too far—especially when it comes to our history. In recent years we've taken pride in North Carolina's being known as a "progressive" state, as a leader of the "New South." We've earned that reputation, and I hope that it will be enriched and enhanced in the years ahead. But sometimes it seems we act as if North Carolina were born yesterday, that our state suddenly emerged into prominence after many years of slumber. We have had our ups and downs. But what North Carolina is today, and what we hope our state will be tomorrow, is grounded in a proud heritage—a heritage as old as this country itself.

Recently we announced that our new five-year license plates beginning in 1975 will bear the slogan, "First in Freedom." Soon after the announcement was made, people started asking me what

that slogan "First in Freedom" meant. Everybody knows, of course, that North Carolina was among the original thirteen colonies. Everybody knows that our colonists did their part in winning independence from the British crown and giving birth to a new country that was to become the greatest nation on earth.

But what many North Carolinians apparently still do not know is that our forefathers were in the vanguard of that first swelling movement of the American Revolution. Why the slogan, "First in Freedom"? Much of the answer to that question is found in the event that we celebrate today and that this city has been celebrating for the past ten days, the First Provincial Congress. It was here in New Bern 200 years ago today that a revolutionary body of seventy-one delegates, chosen by mass meetings in most of the counties and the larger towns of North Carolina, convened for the purpose of coming to the defense of Boston. To understand what took place here in August, 1774, requires that we understand what it was like in that early America, what those early Americans faced.

They weren't concerned with inflation, an energy shortage, pollution, drugs, high crime rates, or the other problems that perplex this country today. But the colonists faced many problems, too, problems that were equally difficult and far more fundamental than even those problems we face today. Then, as now, there was a crisis of confidence and an uncertain future. There was division and fear and alienation. Profound currents of social change were in motion.

Between March and May of 1774 the British Parliament enacted the Coercive Acts. In retaliation for the Boston Tea Party, the colony of Massachusetts was singled out for cruel punishment—the closing of the Port of Boston, the complete removal of government from the hands of the people, the exemption of government officials from judicial procedures, and the declaration that British troops would be housed wherever they wished to stay. Massachusetts called on all the colonies to come to her defense, and North Carolina was among the first to respond.

By June, North Carolina had called for a general congress and had moved to support general boycotts of British goods in the colonies. On July 21, at a great mass meeting in Wilmington, the people of this colony were called on to send delegates to what was termed "a general meeting of this Province" to be held at the Johnston County Courthouse. Later, provincial leaders grew even

bolder and changed the site of the meeting to New Bern—right under the nose of the governor and other royal officials.

The delegates who met here included many men who had already publicly protested the Stamp Act and who had openly questioned the authority of Parliament in the acts against Boston. These colonists met in open defiance of an order by the royal governor, Josiah Martin,[1] forbidding what he called illegal meetings of any sort in North Carolina. At this most illegal of all possible meetings, a provincial congress, these North Carolinians declared that effective the first of January, 1775, they would stop importing everything but medicine from England's East India Company. Beginning in October, 1775, they would not export tobacco or naval supplies. The most immediate action was that beginning the very next month, in September, 1774, they would stop using tea. And, finally expressing total sympathy to Boston, they would send delegates to a national congress to be convened in Philadelphia in just a matter of days.

On September 4 we will be going to Philadelphia to join with governors and delegates from the other original colonies for the bicentennial observance of that First Continental Congress. Joining me as the three official delegates from North Carolina will be Mrs. James Peden[2] of Raleigh and Mr. Hector MacLean[3] of Lumberton, chairman of North Carolina's American Bicentennial Commission. Mrs. Peden has been active in cultural and historical programs in our state.

I believe today and next week in Philadelphia are special occasions. We looked deep and hard for a delegate who would not just symbolically but in fact represent that North Carolina delegate of 200 years ago. So the third delegate will be Jacob West, Jr.,[4] a direct descendant of Gov. Richard Caswell.[5] As many of you already know, he played the part of Governor Caswell in the production of *1774* that was staged as part of your celebration last week. Richard Caswell was, of course, one of our delegates to the First Continental Congress, along with William Hooper[6] and Joseph Hewes.[7]

The First Continental Congress was a great moment in history, and so was the gathering in New Bern that preceded it.

The noted historian William S. Powell[8] stated that the First Provincial Congress "'fully launched North Carolina into the revolutionary movement'" in its determination to maintain long-understood British liberties. He wrote that its resolutions gave clear expression to the American views on the questions in dispute, and

the honor of the province was pledged to support whatever measures the general congress might recommend to the colonies.[9]

Later we were to be the first of the colonies to expel its royal governor. And we were the first colony to authorize its delegates to the Continental Congress to vote with other delegates for independence. It would be easy for us to underestimate the courage it took for those colonists to gather at all in open defiance of the governor and the British crown he represented. But it did take courage, great courage, just to be willing and able to stand up for themselves—it was the kind of courage that sustained our forefathers through the agony of a Revolutionary War against the land of their fathers. But these Americans in 1774 believed in government that was just and fair. They recognized the dangers of a centralized, remote government in which they had little or no voice. They believed in doing things for themselves and believed in a government that was representative and responsive to their needs and wishes. Whether they knew it or not, the delegates to the First Provincial Congress, and their counterparts in the other American colonies, had charted a course for a new nation that would embody all their most cherished ideals and principles of government.

There have been times through our history when we have strayed from the course our colonial ancestors set for us. In recent years we have seen government grow bigger and more centralized. Just a few days ago President Ford warned in his first message to the Congress that "a government big enough to give you everything you want is a government big enough to take from you everything you have."[10] But as Shakespeare wrote, "What's past is prologue."[11] As we celebrate the First Provincial Congress, we also are celebrating a form of government, a system, that has endured through almost 200 years. We have a continuing duty to see to it that our government doesn't grow too big, too powerful, or too remote, so it remains our government and we can set it straight again—and without fighting a revolution. As we pay homage to our past, as we launch our two-hundredth birthday celebration that will carry us to the Fourth of July, 1976, and beyond, we know that we have a responsibility and a duty to build an even greater America. Here in North Carolina we have a responsibility to work to be first in all things, just as we were "First in Freedom" 200 years ago.

Here in this city and county you have used this occasion to establish firm goals for the future, goals that will make New Bern and Craven County better places in which to live for your generation and for future generations. Many of those goals go hand in hand

with our new policy guidelines—the directions we have established for North Carolina in the next two years. So many have played a part: delegates from across the state; the North Carolina Symphony; the Department of Cultural Resources; the North Carolina Bicentennial Commission; the Seachanters, who provided music for this occasion; John Warner,[12] administrator of the American Revolution Bicentennial Commission; and the people of New Bern and Craven County. All across our state, people in many other communities also are working on the local level to make this bicentennial era a period in which to establish goals for building a greater tomorrow.

In May, 1973, John D. Rockefeller III[13] delivered a call to bicentennial action in a speech at the University of Arkansas. He said then, and I quote: "It is because we care about this country and its great social experiments—care about its contributions to human freedom and dignity—that we devote our time to the Bicentennial and the revival of the American Revolution."[14] And that's what it all comes down to, really—to caring. Do we care enough about our country to give it the same kind of courage, conviction, vision, and dedication that those colonists gave 200 years ago? I think we do. And that's why I think that the bicentennial era that we're beginning can be and will be one of the most exciting periods in our nation's great history. I'm proud to be a part of this era, and I'm proud to be with you this evening as we remember the past, honor the present, and look to the future.

[1]Josiah Martin (1737-1786), native of Ireland; traveled to North Carolina by way of Antigua and New York; named governor of North Carolina, December, 1770, after military career; took oath of office August, 1771; sided with loyalists during Revolution; accompanied Cornwallis on two expeditions, but survived the American Revolution; died in London. Beth G. Crabtree, *North Carolina Governors, 1585-1975: Brief Sketches* (North Carolina Division of Archives and History, Third printing, revised, 1974), 43-44; Samuel A. Ashe and others (eds.), *Biographical History of North Carolina: From Colonial Times to the Present* (Greensboro: Charles L. Van Noppen, 8 volumes, 1905-1970), III, 269-273, hereinafter cited as Ashe, *Biographical History*; Vernon O. Stumpf, "Josiah Martin and His Search for Success: The Road to Carolina," *North Carolina Historical Review,* LIII (January, 1976), 55-79.

[2]Anne Stevenson Peden (Mrs. James Murchison Peden, Jr.) (1945-), of Raleigh; educated, Greensboro College and Hardbarger Business College; active in civic and political affairs in Raleigh and Wake County. Undated biographical sketch furnished to North Carolina American Revolution Bicentennial Committee, forwarded to Memory F. Mitchell.

[3]Hector MacLean (1920-), lawyer and banker from Lumberton; B.S., Davidson; LL.B., University of North Carolina at Chapel Hill; World War II veteran; appointed to fill unexpired term in 1961 General Assembly; state senator, 1963-1965; named to North Carolina American Revolution Bicentennial Commission, 1967; reappointed to commission in 1970. *North Carolina Manual, 1965,* 541; Mitchell, *Addresses of Dan K. Moore,* 720; Mitchell, *Addresses of Robert Walter Scott,* 658.

[4]Jacob West, Jr. (1921-), educated at University of North Carolina at Chapel Hill and Stanford University; World War II veteran; active in civic and religious affairs in Kinston; affiliated with International Harvester for twenty-eight years; agent for Southwestern Life, real estate broker, property manager. Information, furnished by Jacob West, Jr., to North Carolina American Revolution Bicentennial Committee, July 30, 1975, forwarded to Memory F. Mitchell.

[5]Richard Caswell (1729-1789), native of Maryland; deputy surveyor of colony and clerk of Orange County Court; military experience under Governor Tryon; member of colonial assembly; first active in colonial affairs and elected first governor under statehood of North Carolina; delegate to Constitutional Convention in Philadelphia, 1787. Crabtree, *North Carolina Governors,* 45-46.

[6]For identification, see page 106.

[7]For identification, see page 106.

[8]William Stevens Powell (1919-), native of Johnston County; A.B., M.A., B.S.L.S., University of North Carolina at Chapel Hill; World War II veteran; reference assistant, Rare Book Room, Yale; various research and library positions before becoming curator, North Carolina Collection, University of North Carolina at Chapel Hill, 1958-1973; professor of history, UNC-CH, since 1973; author of many books and articles on North Carolina. Jaques Cattell Press (ed.), *Directory of American Scholars* (New York and London: R.R. Bowker Co., Sixth edition, 4 volumes, 1974), I, 502.

[9]Hugh T. Lefler and William S. Powell, *Colonial North Carolina: A History* (New York: Charles Scribner's Sons, 1973), 262.

[10]Gerald R. Ford's address to joint session of Congress, August 12, 1974, published in *Congressional Quarterly Weekly Report,* XXXII (August 17, 1974), 2208-2212, with quotation on 2209, hereinafter cited as Ford address, *Congressional Quarterly Weekly Report,* August 17, 1974.

[11]*The Tempest,* act 2, scene I, line 261.

[12]John William Warner (1927-), native of Washington; B.S., Washington and Lee; LL.B., University of Virginia; USNR, 1944-1946; to captain, USMCR, 1949-1952; formerly with Department of Justice, rising to position as assistant United States attorney, 1957-1960; practicing lawyer, 1960-1968; undersecretary of the navy, 1969-1972; secretary of the navy, 1972-1974; named administrator, American Revolution Bicentennial Administration, 1974. *Who's Who in America, 1976-1977,* II, 3287.

[13]John Davison Rockefeller, III (1906-), philanthropist, New York City; B.S., Princeton; World War II veteran; chairman, board of trustees, Rockefeller Foundation, 1952-1971; on board of many philanthropies. *Who's Who in America, 1974-1975,* II, 2613.

[14]Rockefeller was actually quoting Vincent De Forest who had made this statement in an address a year and a half earlier. See John D. Rockefeller 3rd, "Of Anniversaries and Revolutions," *Vital Speeches of the Day,* XXXIX (July 15, 1973), 597-601. The address was delivered as the first Governor Winthrop Rockefeller Distinguished Lecture at the University of Arkansas on May 2, 1973.

STATEMENTS ON CONCLUSIONS OF GEORGE LITTLE INVESTIGATIONS

RALEIGH, AUGUST 26, 1974

[The following two statements were issued after reports had been issued clearing the name of George Little, at that time deputy secretary of the Department of Natural and Economic Resources. On August 26 the Wake County district attorney, Burley Mitchell, announced that the SBI investigation had revealed no evidence of violation of any state law.

The initial allegation was that Little had applied pressure on highway contractors to contribute to political causes. Mitchell had referred the matter to United States attorney Thomas E. McNamara who, by September 11, had received a report from the FBI. After conferring with attorneys in the criminal division of the Department of Justice, he agreed that there had been no violation of the law. Governor Holshouser issued the first statement after Mitchell's announcement had been made, and the second after McNamara had made his announcement. See *News and Observer*, September 26, 1974.]

Of course we're extremely pleased that a very intensive investigation by the State Bureau of Investigation has now been completed and that the Wake County district attorney has indicated he finds no evidence of any illegal action on George Little's[1] part. Having read the SBI report, I concur in that judgment.

In view of the great publicity given to the charges and to the fact that an investigation was being conducted, it is also my fervent hope that equal prominence and attention will be given to the conclusion that there is no basis for prosecution. It is only in this way that the rights of an individual in this country can be protected.

I would not attempt to speak for the U.S. district attorney's office, of course; but having read the SBI report, I feel very confident that the SBI investigation has completely cleared the air and that a federal investigation will simply confirm this.

RALEIGH, SEPTEMBER 25, 1974

Well, of course, I am naturally delighted that this investigation is now over and that there is no evidence that George Little is guilty of any of the charges that were so viciously laid against him several months ago.

This matter has been investigated by the State Bureau of Investigation and examined by the district attorney here in Wake County. It's also been looked at by the FBI and the United States attorney here in Raleigh. The investigation has brought forward no evidence of wrong doing.

In my mind, the episode is now exposed as an effort to smear George Little and to smear this administration. I am pleased that he has been cleared and that the people now know that the charges against him were completely without foundation.

[1]George Wesley Little (1942-), native of Pinehurst; educated, University of North Carolina at Chapel Hill; former insurance consultant, Metropolitan Life Insurance Company; active in Republican party; civic affairs; named deputy secretary, Department of Natural and Economic Resources, January 10, 1973; appointed secretary of department, March 1, 1976. Biographical information furnished by office of secretary of state, March, 1976; *News and Observer,* February 17, 1976.

SOUTHERN GOVERNORS' CONFERENCE

LAKEWAY-WORLD OF TENNIS, TEXAS, SEPTEMBER 9, 1974

[Governor Holshouser, speaking to the southern governors, took as his topic the "North Carolina People's Program." During the preceding few months he had scheduled People's Day in Alamance, Buncombe, Currituck, Camden, Pasquotank, Gates, Perquimans, Chowan, Moore, Randolph, Columbus, Pender, Stokes, Surry, and Watauga counties and in Raleigh, Winston-Salem, Greensboro, Greenville, Durham, Hickory, Fayetteville, and Gastonia. Shortly after his speech in Texas he visited Franklin and Rowan counties; the People's Day program was continued throughout the years of his administration. The following text was taken from the governor's reading copy.]

The rapid and dynamic growth that has come to our region of the country in recent years has brought with it many challenges and opportunities to all of us in positions of leadership. By necessity we have seen our state governments become larger and more complex to meet the people's needs and demands for new and expanded services and programs. In my state, and I imagine in many others, the growth and expansion of state government has been accompanied by a mounting concern on the part of the people.

As I was campaigning for governor in 1972 I shook a lot of hands, but I also got to do a lot of listening. From North Carolinians of all ages, races, and economic backgrounds, I heard this concern expressed—the concern that government had simply become so big and complex that it was out of touch with the people. I heard people complain again and again that our state government had become impersonal and unresponsive, distant and remote. I heard their feelings that there was no real communication between government and the people.

When I took office in January of 1973 I realized that this was one of the first challenges to be faced—to prove that state government does care about the people, that it does have the ability to respond to their problems and to provide solutions. I am sure that all of you who have been confronted with this same problem, who have heard

these same concerns, are working in various ways to overcome this serious obstacle to effective government.

Today I would like to tell you about one program which we began shortly after I took office, a program which, I believe, is helping a great deal to reestablish the people's confidence in state government in North Carolina. We call this the "People's Program." This program has several parts, all of them designed to help the people get quick answers and solutions, if possible, to their problems involving state government; to help us in government get a more direct and personal input from the people; and to give some real evidence and assurance to the people that their state government does care about their concerns.

In developing this program we did so with the realization that the first place the people look to for this assurance is the Governor's Office. So we began a regular series of visits throughout our state, at least once a month, in which the people could come to me personally with their problems, concerns, and suggestions.

On People's Day we go to one of our larger cities and set up shop in an office, usually in the county courthouse. The people are invited to meet with me on a first-come, first-served basis. They are assured that our discussion will be held in privacy and kept confidential if they so desire.

We also recognize the easy temptation to confine the program to cities, so we set up another kind of tour. On these occasions we move through rural areas of North Carolina, hitting three to six counties at a time, following a prearranged and publicized schedule. At country stores, shopping centers, and other gathering places, I see as many people as time allows. Up to this point in this presentation this program could be simply a public relations gimmick. But what makes it all go, and keeps it from being just another good public relations program is the ombudsman, or, as we call him, the "people's man." By definition an ombudsman is a government official who investigates citizens' complaints against the government or its employees. Our people's man is a part of the governor's staff. When the people bring a problem to him, they know he works directly for the governor and that he has the governor's ear. He's the official red-tape cutter in state government. The ombudsman goes with me to all the tours, taking notes on the things brought to our attention. It's the responsibility of the people's man to make certain that all these matters are followed up promptly and thoroughly. There are several other ways that the people can reach us. They can write a letter, meet him in his office,

or call him from anywhere in North Carolina on a special, toll-free telephone line.

Once a case has been brought to his attention, an investigation and response is usually completed within two weeks. An information sheet is compiled on each complaint or suggestion and is routed to the proper agency or person for response. In every department in our state government, a people's advocate has been designated to work closely with our people's man in finding the correct solutions quickly. Once a reply has been received from the department, the ombudsman determines whether the questions have been answered fully or if further action is necessary. Between July 1, 1973, and June 30, 1974, the people's man and his staff handled 3,263 cases. By the last three months of this past fiscal year, 75 percent of cases were closed within ten days of receipt.

Obviously, to make a program of this type work, the people have to know about it. This means careful planning and extensive promotion. Before every People's Day or People's Tour, we use all the mass media to make the people aware of their opportunity to meet with the governor. These include radio, television, and newspaper announcements, and interviews; posters; and addresses to civic clubs and professional societies by the ombudsman.

When the toll-free telephone line was installed, a 30-second public service announcement was video taped and is being used at various times by television stations throughout North Carolina. During the past year, more than 2,300 calls were received on this "hotline." A brochure was prepared to explain, in simple terms, what this program is all about and how it can be used. We've got some here for you to see.

While the main purpose of this program is to help the people cut through the red tape and get answers from the bureaucracy, we also have found it extremely helpful to us in doing our jobs in government. By the number of questions raised, we are able to pinpoint which agencies and which programs are causing the most concern and the most problems. Sometimes the people themselves have shown us some of the major problem areas confronting our state. During the early stages of the fuel crisis last fall, the people's office received a great many requests for help in locating home heating oil. By contacting county fuel supply coordinators, we were able to find the fuel needed to keep these people warm during the winter.

One man came to a People's Day with a plan for removing junked cars from alongside our highways. He had developed it through a

grant from the Appalachian Regional Development Commission. Taking his idea, we've developed a plan that is moving toward the disappearance of this eyesore from roadsides throughout North Carolina.

In one county we were told that an Indian community was divided by two telephone companies. Indian friends living just a few miles apart had to make long distance calls to each other. Our people's man went to our Utilities Commission and it was worked out so that the Indian people could call each other without having to pay a toll charge.

In many ways we've cut through red tape to help people receive what they deserved, whether it be emergency medical treatment, food stamps, or removal of mud that was blocking their roads. I even helped one couple get married—by serving as a witness at their wedding during a People's Day visit to their hometown.

For me, personally, the whole People's Program has been a great experience. After the very first one, I was convinced that it was one of the best things I could do during my term as governor. By hearing directly from the people the things that are on their minds, I know I'm better in tune with their thinking and their concerns. If any of you are interested in knowing more about our program and how it works, we will be happy to provide you with more information on the process.

SOUTHERN GOVERNORS' CONFERENCE

LAKEWAY-WORLD OF TENNIS, TEXAS, SEPTEMBER 10, 1974

[The governor again spoke before the Southern Governors' Conference, this time in his capacity as chairman of the Southern Regional Education Board. At the conclusion of his remarks, Governor Holshouser introduced Dr. Clark Kerr, former president of the University of California at Berkeley and chairman of the Carnegie Commission on Higher Education. Dr. Kerr was directing the new Carnegie Council on Policy Studies in Higher Education at the time he spoke to the governors on "Higher Education and State Policymakers."]

Since our meeting last year in Point Clear, Alabama, there have been a number of new developments involving the Southern Regional Education Board. I would like to mention a few of them briefly today. First, the Academic Common Market, which was being organized last year, will begin accepting its first students this

month. Eleven of the SREB states were able to rush through approval of this arrangement to waive out-of-state tuition for students from other states in the region. This has made it possible for 112 unusual graduate programs at thirty-two universities to accept greater numbers of scholars in these high-cost, low-enrollment departments.

Second, we are initiating, with private funds, an expanded program to share "uncommon" educational facilities within the region. Small grants will be made to individual faculty members and advanced graduate students to travel to and use unique and expensive educational facilities, including electron microscopes, wind tunnels, primate labs, observatories, and marine research units, wherever they may be in the region.

Both the Academic Common Market and the uncommon facilities program offer to states within the SREB region the promise of eliminating unnecessary and costly duplication through sharing arrangements. We also are examining ways in which private universities in the South can participate in a program similar to the common market, as they are now doing in the uncommon facilities program.

A third development I would like to mention occurred last spring when the board joined forces with the budding Southeastern Library Network, an alliance of some 100 academic libraries in ten southern states working to create a computerized linking of libraries in the region. SOLINET, as the network is called, will greatly increase the availability of library resources at reduced costs through the use of electronic data processing. It's the largest such network in the country and will go into operation early next year.

Fourth, the board's Research Unit is now taking a close look at our region's manpower needs in an effort to help our young people make informed choices about career opportunities and at the same time help our institutions in their program planning. This is just the most recent expression of SREB's continuing concern for assuring adequate educational opportunities for our people in light of our region's needs. For example, the board has been giving intensive attention to expansion of veterinary medical education on a cooperative basis to avoid overexpansion in this field. It is also considering a regional plan for optometric education, another area where joint planning for action can provide needed growth at the most reasonable cost.

A fifth area in which the board has been active, and of which many of you are keenly aware, is its activity in working with the

states and federal officials in connection with requirements for the further desegregation of higher education, as mandated by recent court cases. It is gratifying to note the acceptance by the Department of Health, Education and Welfare of plans submitted this summer, but it is also clear that there will be a need for further consultation as these plans are implemented in the various states and as plans may be required in other states. The board stands ready to assist in these efforts.

Finally, the board and its staff remain acutely conscious of the need for close and productive relations between higher education and state government. One of the board's current concerns is to determine and recommend ways in which our universities may be of greatest assistance to state government in developing both policies and programs to bring about the more effective delivery of services to the people.

A study has been made on this subject, and highlights are contained in the brochure we have placed in front of you this morning. We will be giving close attention to following up on these recommendations. I hope each governor will examine the ideas in this study, discuss them in your states, and then give me and the board your thoughts on how we can move ahead to develop mechanisms and procedures that will help state government make better use of our universities' resources.

All of us are aware, of course, of the new issues and problems facing us with the slowing of the growth of post-secondary education. At the same time the need continues to provide the necessary graduate education and research programs essential to our region's continued growth and prosperity. As governors, we have an obligation to continue to give close attention to these matters.

SOUTHERN GOVERNORS' CONFERENCE

LAKEWAY-WORLD OF TENNIS, TEXAS, SEPTEMBER 10, 1974

[The third time the governor participated in the program of Southern Governors' Conference, he gave a report of the Transportation and Commerce Committee.]

The life and economy of the South, now and in the years ahead, will be shaped to a large measure by what we do in the way of developing sound, adequate transportation systems. Whether we move ahead, stand still, or fall back in this vital area will depend

greatly on actions taken by the Congress and what we, as governors in the South, do to influence the course of these actions.

The Transportation and Commerce Committee—Governor Waller,[1] Governor West,[2] and I—agreed that there are several highly important matters which should be brought before this conference. First of all, the Federal Mass Transportation Act (HR 12859)[3] recently passed by the U.S. House of Representatives, with a funding level of $11 billion, is the current landmark piece of legislation that will have a significant impact on mass transit activities in our states. However, several barriers remain before this proposal can be expected to become law. Recognizing the importance of the passage of this legislation with equitable formulas we recommend that the governors urge their senators to support this bill, provided amendments can be adopted which will strengthen the ability of the states to share in all the funds available in the bill.

One of the most significant features of this legislation is that, for the first time, funds would be made available for capital and operating expenses of rural mass transit systems. This could have a great and meaningful impact on most of our states. Rural mass transit is essential if we are to bring opportunity for jobs and prosperity to the people of our rural areas and small towns, enabling them to continue to live in their home communities and avoiding a mass migration to the cities.

We also recommend that members of the Senate be urged to oppose any amendments which would dilute, in any way, the significant and meaningful role given to the states by the House-passed bill to develop solutions to our nation's urban and rural transportation problems and, likewise, to support amendments which would strengthen the states in this area.

Equally essential to our region is the continued expansion of air transportation. The Airport and Airway Development Act of 1970,[4] and the Airport Development Acceleration Act of 1973,[5] have played a major role in opening up greater air transportation opportunities for the people, businesses, and industry of the South. Millions of dollars have been spent in expanding and improving airports and airway systems to meet the demands of interstate commerce. The authority section of the 1973 act expires at the end of this current fiscal year. To meet the growing needs of the air transportation system, it is essential that new legislation be adopted during this fiscal year. Our committee recommends that this conference go on record in strong support of this position and that we seek higher funding levels for both the Airport Development Aid

Program and the Planning Grant Program to counter inflation and increased construction costs.

There is also a need in much of the South for air service at relatively frequent intervals to smaller cities which do not have a sufficient demand to justify service by a large commercial airline company. Without some kind of air service, these areas find it difficult to attract and develop quality industry. Recently in North Carolina, South Carolina, and Georgia, we have experimented with a new type of commuter airline service which offers a bright promise for solving this problem. In North Carolina a demonstration project has been in operation for a year and approval has just been given for a second year's operation that will include new points to be served by the airline. This is similar to a program in Georgia and South Carolina that has responded to embrace a number of service points.

Both projects were developed with assistance from the Coastal Plains Regional Commission. Under terms of the agreement the commission supplies an operating fund designed to guarantee the private carrier against loss, and the state provides manpower and technical coordination. The private carrier is selected through a competitive bid process. These projects have shown that a relatively small financial investment by government and private interest can provide the kind of air transportation that is needed to help smaller communities attract high quality industry.

I would also like to call attention to a resolution proposed by our committee favoring the continued operation of coal unit trains. This service is vital to many of our electric utilities, and we hope you will give this resolution your approval. Our committee also gave a great deal of attention to the important questions of tourism and travel. I would now like to call on Governor West to give a supplemental report on travel and tourism.

[1]William Waller (1926-), native of Mississippi; B.S., Memphis State University; LL.B., University of Mississippi; practicing lawyer; district attorney; governor of Mississippi, 1972-1976. *Who's Who in America, 1974-1975,* 3201; *Information Please Almanac, 1976,* 563, 634.

[2]For identification, see page 192.

[3]P.L. 93-503, "An Act to amend the Urban Mass Transportation Act of 1964 to provide increased assistance for mass transportation systems," was approved November 26, 1974. The short title of the act is "National Mass Transportation Assistance Act of 1974." HR 12859 to which Governor Holshouser referred was a long-range bill, and backers determined there was insufficient time to get it through the Senate during the time remaining in the Ninety-third Congress. A conference committee decided that revision of an emergency bill (S386) would meet with favor. A compromise six-year version of S386 cleared Congress

on November 21 when the House adopted the report by a vote of 228 to 109; it had cleared the Senate on November 19 by a roll-call vote of 64 to 17. The conference compromise authorized $7.8 billion for capital grants and nearly $4 billion for large cities to use for either capital or operating expenses. It also included $40 million for demonstration projects and $14 million for a rail relocation project in Indiana. *Congressional Quarterly Almanac, 93rd Congress, 2nd Session . . . 1974* (Washington, D.C.: Congressional Quarterly, Vol. XXX, 1975), 697-698.

[4]P.L. 91-258, "An Act to provide for the expansion and improvement of the Nation's airport and airway system, for the imposition of airport and airway user charges, and for other purposes," was approved May 21, 1970.

[5]P.L. 93-44, "An Act to amend the Airport and Airway Development Act of 1970, as amended, to increase the United States share of allowable project costs under such Act, to amend the Federal Aviation Act of 1958, as amended, to prohibit certain State taxation of persons in air commerce, and for other purposes," was approved June 18, 1973.

STATEMENT AT NEWS CONFERENCE ON ORGANIZED CRIME PREVENTION COUNCIL

RALEIGH, SEPTEMBER 18, 1974

[The news conference at which the governor announced reorganization of the Organized Crime Prevention Council was held in the Archives and History-State Library Building. The original council had been established by an executive order of May 27, 1971, signed by Gov. Robert W. Scott. It had submitted a 65-page report to Governor Holshouser and the members of the General Assembly. ([Robert Morgan, Attorney General, Chairman, North Carolina Organized Crime Prevention Council], *Organized Crime in North Carolina* [N.p.: n.p. (A Report by the North Carolina Organized Crime Prevention Council, 1972?)].) The reactivated commission held meetings regularly during the tenure of James Carson as attorney general. Its main thrust was that of encouraging the establishment of organized crime prevention units within local police departments and its sponsorship of an organization called the North Carolina Organized Crime Intelligence Council. Funds to pay a director, SBI agent Rann Carpenter, were provided by the federal government. After Rufus Edmisten was elected attorney general in November, 1974, and after federal funds were depleted, the council became defunct. Telephone interview of Memory F. Mitchell with Charles Dunn, former director of the SBI, and with Rann Carpenter, March 10, 1977.]

Last week Attorney General Jim Carson[1] told you of our intentions to begin a new battle against organized crime in North Carolina. At that time I signed an executive order reestablishing the North Carolina Organized Crime Prevention Council.[2] In forming this council we are doing so with the full knowledge that we face a real challenge in meeting the threat of organized crime in North

Carolina. Almost every day law enforcement officers in our state are confronted with new evidence of organized criminal activity.

Just a few days ago we saw the most recent example of the horrible tragedy that organized crime can bring. An undercover SBI agent who had played a key role in narcotics investigations was seriously wounded by an explosive planted in his car.[3] We cannot allow our state to become a place where tragedies such as this one are commonplace. We can't let North Carolina become a haven for organized crime.

We're prepared to move against organized crime with all the resources at our command. This new council will help show us how and in what directions we should move. The council will be headed by Attorney General Carson and will include six other members. Realizing the importance of having people of experience, expertise, and judgment serving on this council, the attorney general and I gave careful consideration to the selection of its members. Today, it's my pleasure to announce that the following people will serve with Mr. Carson on this council: Mr. Charles Dunn,[4] director of the State Bureau of Investigation; Mr. Jacob C. Goodman, Jr.,[5] chief of police of the city of Charlotte; Mr. Fred C. Sink[6] of Lexington, sheriff of Davidson County; Mr. Jack A. Thompson[7] of Fayetteville, superior court solicitor for the Twelfth Judicial District; Rep. Frances Tomlin[8] of Concord, an outstanding member of our General Assembly, and a member of the legislative Crime Study Commission; and Mr. Ernest B. Fullwood[9] of Durham, an attorney and a member of the faculty of the North Carolina Central University Law School.

It's a big job, an extremely important job, but I am confident that this group is equal to it. As the attorney general promised, he will put this new council to work before the end of the month. I look forward to its recommendations and pledge my full support to his efforts to rid our state of organized crime.

[1]James Holmes Carson, Jr. (1935-), native of Charlotte; A.B., LL.B., University of North Carolina at Chapel Hill; navy veteran; lawyer; member, State House of Representatives, 1967, 1969; justice, North Carolina Court of Appeals, September, 1973-July, 1974; attorney general, July-December, 1974. *North Carolina Manual, 1969*, 625-626; biographical data from questionnaire supplied by the Office of the Secretary of State, March 4, 1976.

[2]Executive Order Number IX.

[3]Albert Stout, Jr., was seriously injured when a bomb ripped apart his automobile at Salisbury on September 10, 1974. He lost his right leg above the knee, had multiple fractures of the left leg, and had his right hand severely damaged as a result of the explosion. More than five hours of surgery were required after his admission to the hospital in

Salisbury. Governor Holshouser visited Stout on September 13 prior to his All-Day People's Tour in Davidson County. See Governor Holshouser's news release, September 13, 1974.

[4]Charles Jerome Dunn, Jr. (1934-), native of Philadelphia; A.B. and postgraduate work, University of North Carolina at Chapel Hill; former newspaperman; army veteran; legislative assistant to Congressman Horace Kornegay, 1963-1964; special assistant to Gov. Dan K. Moore, 1965-1968; named director, SBI, 1969; resigned September 30, 1975, to work in gubernatorial campaign of Edward M. O'Herron, Jr.; joined staff of WRAL-TV, September, 1976. *Who's Who in the South and Southwest, 1975-1976,* 192; "Dunn's Departure," *We the People of North Carolina,* XXXIII (October, 1975), 6; telephone information from Charles Dunn to Memory F. Mitchell, December 23, 1976.

[5]Jacob C. Goodman, Jr. (1916-), chief of police of Charlotte; graduate of National Academy, FBI; Southern Police Institute, University of Louisville; Traffic Institute, Northwestern University, and other police-related schools and seminars; appointed police officer, July 1, 1941, named chief of police, April 1, 1968. J. C. Goodman to Memory F. Mitchell, March 29, 1976.

[6]Fred C. Sink (1932-), was a Republican sheriff in Davidson County at the time of this appointment. He was defeated by Paul McCrary, the Democratic nominee, by a vote of 15,740 to 12,239 on November 5, 1974. Information from Office of the Secretary of State, March 11, 1977; Motor Vehicles information. Mr. Sink did not reply to a request for biographical information.

[7]Jack A. Thompson (1941-), lawyer of Fayetteville; B.A., J.D., Wake Forest; assistant district attorney, Twelfth Judicial District, 1968-1969; district attorney since 1970. *Martindale-Hubbell Law Directory* (Summit, New Jersey: Martindale-Hubbell, Inc., 108th annual edition, 6 volumes, 1976), IV, 1299B, hereinafter cited as *Martindale-Hubbell Law Directory.*

[8]Frances Ann Fish Tomlin (1924-), native of Lincolnton; educated, Southwestern at Memphis, Tennessee; active in civic and church affairs in Concord; member, House of Representatives, 1973; administrator, North Carolina American Revolution Bicentennial, February 1, 1975-July 31, 1975. *North Carolina Manual, 1973,* 687; information from Personnel Office, Department of Cultural Resources, March 15, 1976.

[9]Ernest B. Fullwood (1944-), native of Wilmington; B.A., Wilmington College; J.D., North Carolina Central; assistant professor of law at North Carolina Central since 1972. Ernest B. Fullwood to Memory F. Mitchell, March 31, 1976.

SUMMARY OF STATEMENT GIVEN AT STATE AND LOCAL GOVERNMENT CONFERENCE ON INFLATION

WASHINGTON, D.C., SEPTEMBER 23, 1974

Speaking at the Sheraton Park Hotel, the governor of North Carolina talked about the plague of inflation, which had continued to rise since World War II. One major cause was the cost of energy, but Governor Holshouser observed that complex foreign policy, defense strategy, and environmental factors made it difficult to find a solution to that problem. Food costs were a major factor in the cost of living index; that index had built into it "a tangled web of escalator clauses which raise wages and automatically boost

welfare payments." The complexity of interlocking factors which resulted in higher prices were briefly discussed. The governor felt that "Big unions, big business, and big government have diligently pursued ways to protect special interest groups from the adversity of competition." The way had to be cleared so as to minimize "interference with healthy competition."

Governor Holshouser closed with a summary of six approaches which would help control inflation: "(1) a balancing of the federal budget, accompanied by a general avoidance of deficit financing at the state and local levels; (2) design of employment programs which would minimize public hiring and maximize participation by the private sector; (3) reevaluation of foreign trade policy in order to reduce exports of raw materials or commodities which are likely to be in short domestic supply; (4) an intense and sincere analysis by Congress and the president of those barriers to competition and efficiency which reduce productivity and cause price inflexibility; (5) serious consideration of improved retirement benefits and of a modified work week, particularly in government and in selected service industries, as alternatives to more inflationary direct salary increases; (6) congressional action which would outline a theme of stable monetary and fiscal growth over the long run without erratic short-run policy behavior."

SUMMARY OF SPEECH TO DISTRICT 5, NORTH CAROLINA ASSOCIATION OF EDUCATORS

CHINA GROVE, SEPTEMBER 24, 1974

Reviewing progress made during the two years of his administration, Governor Holshouser called attention to implementation of a statewide kindergarten program, with its $25 million appropriation and commitment to including all five-year-olds in the program by 1978; to expansion of services for exceptional children; to reduction in class size; to improved retirement benefits for teachers and school administrators; and to approval by the people of a $300 million bond issue for capital improvements for schools.

These advances, the governor said, had been confused with unrelated matters. He had heard talk of thousands of new state jobs, despite reorganization of state government and the efficiency program. It was true that 13,000 new state jobs were authorized by the two preceding legislative sessions; but of these, 10,000 were to improve efforts in the field of education, with 7,200 of them being

teachers, bus drivers, mechanics, and food service personnel who were employed by local school units but whose salaries were paid by the state. Another 1,200 positions, mostly for faculty, were added to the community college system; the remaining 1,600 jobs for education were added to the university system to meet needs accompanying increased enrollments.

The remaining 3,000 new state jobs included 1,200 in the Department of Human Resources to provide care for patients in mental hospitals, centers for the retarded, and alcoholic rehabilitation centers; 572 in the Department of Correction to work with prisoners, probationers, and parolees; and 100 highway patrolmen. The few remaining jobs were scattered throughout state government and were, for the most part, jobs associated with services to meet the needs brought about by natural growth.

The governor said he had no apologies for providing better care for patients in mental hospitals, better control in prisons, and a more progressive program in the schools. He pledged continuing support of efforts being made by the teachers to provide quality education for children.

STATEMENT AT NEWS CONFERENCE ON NOMINATION OF *MONITOR* SITE AS MARINE SANCTUARY

RALEIGH, SEPTEMBER 26, 1974

[In a news conference held in the Archives and History-State Library Building, Governor Holshouser told of the discovery of the *Monitor* and of the efforts made to get the ocean site nominated as a marine sanctuary. The *Monitor* and the *Merrimac,* the latter originally known as the *Virginia,* engaged in the first major naval engagement of the Civil War on March 9, 1862. This was particularly significant as the first battle between ironclads, a battle which signaled the end of wooden fighting ships. The *Monitor* remained in the Hampton Roads-Norfolk area in response to a threat posed by the construction of another Confederate ironclad, the C.S.S. *Richmond.* The *Virginia* had been destroyed by her crew on May 11, 1862, to prevent capture by the Federal forces. The *Monitor* was nearly lost while under tow from New York to Hampton Roads because a rising sea caused it to take on water and its sinking seemed imminent. Because of improved weather conditions, however, the voyage was continued without more difficulty. Later, while again under tow to participate in the Federal blockade of the South, the *Monitor* experienced trouble in stormy waters off Cape Hatteras; and this time the ship sank. Sixteen Union

sailors were lost. It was only in March of 1974 that the site of the *Monitor* was actually found by underwater archaeologists. The site was officially named a marine sanctuary on January 30, 1975, the anniversary of the launching of the *Monitor*. Undated news release, "The U.S.S. Monitor," Duke University News Service, Durham; information from Archaeology Section, Division of Archives and History, Department of Cultural Resources.]

Several months ago we learned for certain that a great and exciting discovery had been made off the coast of North Carolina. I refer, of course, to the discovery that the ironclad U.S.S. *Monitor,* one of our nation's most historic warships, is resting on the ocean floor some 16 miles off the coast of Cape Hatteras. Confirmation of the discovery last March sent waves of excitement across the country.

Even the most casual student of the Civil War knows the story of the famous encounter in 1862 between the Union ironclad gunboat and the Confederate ironclad ram, the C.S.S. *Virginia,* more popularly known as the *Merrimac*. But to historians, technologists, and shipbuilders, the significance of the *Monitor* far transcends its epic inconclusive battle with the *Merrimac*.

The *Monitor* represents a revolutionary concept in nineteenth-century naval technology, symbolizing both the end of the wooden, sail-powered fighting ships and the beginning of the development of the modern battleship. Designed by the Swedish engineer John Ericcson,[1] the *Monitor* was the first comprehensive naval response to the technological advances of the scientific and industrial revolution. Needless to say, the *Monitor* is a great archaeological find, one of tremendous historical and technological value. The remains of the famous gunboat will yield invaluable information regarding the shipbuilding transition from sail to steam and from wood to iron.

For these reasons, and because the *Monitor* belongs to all of America, I have nominated its remains, and the ocean area where it has rested for more than 100 years, to be our country's first Marine Sanctuary. Designation of the site as a Marine Sanctuary will help to ensure that the *Monitor* is preserved and safeguarded for scientific investigation and that archaeological research will be properly controlled. Under the Marine Protection, Research and Sanctuaries Act of 1972, the secretary of commerce is authorized to designate marine sanctuaries to preserve or restore such areas for their conservation, recreational, ecological, or aesthetic values. The National Oceanic and Atmospheric Administration's Office of

Coastal Zone Management is the agency through which evaluations of marine sanctuary nominations are conducted.

The announcement of the *Monitor* site nomination is being made simultaneously today by the Office of Coastal Zone Management. The agency's marine sanctuaries coordinator has informed us that a discussion paper on the *Monitor* nomination has been reviewed by the Department of Commerce and that a draft environmental impact statement, required for marine sanctuary sites, has been developed for public release.

This designation will mean that guidelines will be developed for scientific investigation of the *Monitor*. It will mean that standards adopted and practiced by professional archaeologists will direct the manner in which the *Monitor* is surveyed and examined. It will ensure that the *Monitor* is protected from looting and salvage attempts, which would surely destroy the valuable information preserved at the site.

A public hearing on the nomination will be held on November 5 at the Duke University Marine Laboratory at Beaufort, and we naturally hope to have a strong showing of support for the nomination at that time. We are optimistic that the secretary of commerce will designate the *Monitor* site as a Marine Sanctuary, and that this designation will be forthcoming in the next few months.

The *Monitor* had been lost for almost 111 years. Many, many searches had been conducted in vain for the famed warship. When the *Monitor* was finally located and positively identified, it was the result of a real team effort on a very large scale, involving many people and organizations.

But, especially, we should be grateful to the people of the Duke University Marine Laboratory for their work on the Duke research vessel, the *Eastward,* in first locating the *Monitor* last summer and for their major role in helping to identify positively this long-lost historical treasure.

We also should be very proud of the major role played in this effort by our own archaeologists from the Department of Cultural Resources, especially underwater archaeologist Gordon P. Watts.[2] With me here today are: Mr. John G. Newton,[3] marine superintendent for the oceanographic program at the Duke Marine Laboratory, a principal coinvestigator in the *Monitor* project; Dr. Stephen Gluckman,[4] chief of the archaeology section in the Department of Cultural Resources; and his assistant, Dr. Kent A. Schneider.[5] I am sure they join with me in anticipation of having the *Monitor* site designated as a Marine Sanctuary for all America,

and I know they will be happy to answer any questions you might want to ask them.

[1]John Ericcson (1803-1889), Swedish engineer and inventor; introduced a screw propeller on commercial vessel; moved to New York in 1839, naturalized in 1848; his name associated with the *Monitor,* propelled by steam only, with screw propeller and with guns mounted in revolving armored turret; later brought about improvements in design of heavy guns and mounting and steam machinery. *Webster's Biographical Dictionary,* 485.

[2]Gordon P. Watts (1945-), underwater archaeologist; A.B. and graduate work, East Carolina; former teacher in Beaufort County; salvage and exploration field agent, Florida Division of Archives, History, and Records Management, 1971-1972; joined North Carolina Division of Archives and History as underwater archaeologist, 1972. Information furnished by Archaeology Section, Division of Archives and History, to Memory F. Mitchell, January 13, 1976.

[3]John G. Newton (1932-), ocean researcher from Beaufort; bachelor's degree, San Diego State College; former field assistant to a geological consultant, marine technician, cartographer, and planning engineer, making environmental surveys for undersea cable installations; for twelve years, until July, 1975, marine superintendent, Oceanographic Program, Duke University Marine Laboratory and chief scientist on the university's research vessel, *Eastward*; since July, 1975, director, Monitor Research and Recovery Foundation, Inc. John G. Newton to Memory F. Mitchell, February 5, 1976; Motor Vehicles information.

[4]Stephen J. Gluckman (1937-), native of Florida; B.A., M.A., University of Florida; Ph.D., Catholic University of America; various positions in field of archaeology and as lecturer and instructor at several universities; named chief, Archaeology Section, Division of Archives and History, 1973. Information furnished by Archaeology Section, Division of Archives and History, to Memory F. Mitchell, January 9, 1976.

[5]Kent Allyn Schneider (1940-), native of Michigan; B.S., Furman University; M.A., Ph.D., University of Georgia; various positions in the field of archaeology and as consultant to archaeological projects before joining staff of Division of Archives and History, 1974; resigned, 1976, to work with U.S. Forest Service. Information furnished by Archaeology Section, Division of Archives and History, to Memory F. Mitchell, January 9, 1976; "New Branch Created for Historical Publications; Cultural Resources Staff Changes Announced," *Carolina Comments,* XXIV (November, 1976), 112.

STATEMENT AT NEWS CONFERENCE ON EDMISTEN-CARSON CAMPAIGN

RALEIGH, SEPTEMBER 27, 1974

[At a news conference held in the Archives and History-State Library Building, Governor Holshouser discussed the campaign between Rufus Edmisten and James Carson for position of attorney general. The following statement resulted from a debate at the University of North Carolina at Chapel Hill between Carson and Edmisten, during which time a question from the audience had been raised as to whether or not Edmisten had paid North Carolina income taxes while working in Washington but voting in North Carolina. Edmisten said he had no intention of violating the law and that he would make his state and federal income tax data

available. He charged that Carson had received confidential tax information in order to discredit him politically. Edmisten had filed state income taxes in Virginia. He asked Governor Holshouser to order an SBI probe to determine whether or not Revenue Department personnel had violated the law in disclosing information. Edmisten himself, meantime, was under investigation by the Revenue Department because of his disclosure that he had not filed a North Carolina state income tax return. The governor declined to call in the SBI. Edmisten contended the Virginia law compelled him to file there, but he said he was convinced there was no law requiring him to file in North Carolina.

The matter dragged on for several weeks. Democratic leaders Terry Sanford, Robert W. Scott, and James Hunt as well as national party committeeman Howard Lee defended Edmisten, saying the whole matter rested on politics. Four former heads of the Department of Revenue—William A. Johnson, James S. Currie, Ivie L. Clayton, and G. Andrew Jones—also criticized Revenue Director Howard Coble for trying to initiate criminal prosecution against Edmisten. Governor Holshouser, however, said he had directed Coble to turn over files on Edmisten to the Wake County district attorney "'without recommendation' as to prosecution." A few days after the November 5 election, in which Edmisten defeated Carson by a wide margin, a Wake County deputy sheriff handed warrants to Edmisten, charging him with failure to file North Carolina income taxes for 1972 and 1973. On November 22, the newly elected attorney general was found guilty in Wake County District Court on both counts and was sentenced to pay court costs and pay the taxes without protest. The sentence could have been as heavy as sixty days in jail and a $400 fine. An appeal to the superior court was filed, but it was withdrawn several days later. Though Edmisten said he had not been pressured, Democratic party leaders encouraged the withdrawal, feeling that a long trial would be damaging to the party. *News and Observer*, September 25-28, October 3, November 1, 2, 4, 6, 15, 23, 27, 28, 1974.]

I think we all recognize that we're in a campaign year. It's standard procedure with some candidates that if they get caught with their hands in the cookie jar, they holler foul and dirty politics and try to draw attention away from themselves. Rufus Edmisten[1] would have you just assume that you inevitably move from "point 1," a question regarding whether he filed a state tax return by a law student who happens to be supporting Jim Carson, to "point 2," the disclosure by Rufus Edmisten (*and no one else*) that he has not filed North Carolina income tax returns, to "point 3," an inescapable conclusion that Jim Carson must have known about his failure to file a return. Frankly, the miracle is that this question didn't get asked by somebody long before now. Since Mr. Edmisten

hasn't really been in North Carolina for the last ten years, it's pretty natural that sooner or later someone would ask it. Perhaps if we had had a full-fledged primary, all of this would have come out earlier.

Now moving directly to the question of investigation. The fact is, even if Mr. Edmisten's charges were true (and I don't believe it's anything more than a red herring) but even if it were true, it's not a crime. That was my own opinion, reading the statute, but I didn't stop there. I hold in my hand a confirmation of that opinion written by two men who have been among the most highly regarded attorneys in the Department of Justice for years and years—James Bullock[2] and Harry McGalliard.[3]

Their opinion is that while the improper disclosure of information from tax returns is indeed prohibited by our state law, there is nothing illegal about responding to a question of whether or not a return has in fact been filed. In other words, the information on the return is confidential, but the mere fact as to whether or not a return has been filed is not.

Since the SBI has major responsibilities in general law enforcement, in combating organized crime, in fighting the war on drug abuse, and so many other things, it's very clear that they shouldn't be out chasing political rabbits for Rufus Edmisten in a non-criminal matter. The request for an investigation is in itself highly questionable. By trying to imply that his rights have been violated, Mr. Edmisten deliberately attempted to mislead the news media and the people of this state or he has again demonstrated his ignorance of North Carolina law. This is in no way to say that I believe Mr. Edmisten's charges. The fact is that Rufus Edmisten has admitted publicly that he has paid no North Carolina income tax for the last ten years. He has also stated categorically that he claims residency here and has voted here.

Those two facts, if true, mean that he owes North Carolina a very substantial amount of money. I naturally have no idea how much, but it is obvious that it will run into thousands and thousands of dollars in income tax, interest, and penalties. It also means, if true, that he could be charged with willful failure to file a return. His apparent filing in Virginia is not a valid excuse for failure to file his return here in North Carolina since this is his residence. He would still have to file here and is required to file on his income from whatever sources. If he filed a tax return in Virginia he would be entitled to a credit for his state taxes properly paid here; and since

our income tax rates are higher than those in Virginia, he really should not have had to pay any tax there on his Washington salary.

The really sad thing about all this is that we have before us the spectacle of a man asking the people of this state to place their confidence in his legal ability, to make him the chief legal officer of our state, and now admitting that he hasn't properly paid his financial obligation as a citizen of North Carolina. Even worse is that he must now come forward and say to the people of our state that he has either deliberately cheated the people of North Carolina and is guilty of a willful failure to file his state tax returns, which is a misdemeanor, or he must simply hang his head and say that he didn't understand the state law that the attorney general is charged with enforcing.

Either way, it's a sad day for North Carolina.

[1]Rufus Ligh Edmisten (1941-), native of Boone; B.A., University of North Carolina at Chapel Hill; J.D., George Washington University; former counsel to Sen. Sam J. Ervin's Subcommittee on Constitutional Rights and later chief counsel and staff director of Senator Ervin's Senate Subcommittee on Separation of Powers; also deputy chief counsel of the Watergate Committee; elected attorney general in November election, 1974. *North Carolina Manual, 1975*, 503; "The Democratic Candidate Presents Some of His Views," *We the People of North Carolina*, XXXII (October, 1974), 28; *News and Observer*, November 6, 1974.

[2]James F. Bullock (1920-), senior deputy attorney general, native of Lumberton; B.A., J.D., Wake Forest; World War II veteran; practicing lawyer before joining attorney general's staff in 1959; active civic and church leader. James F. Bullock to Memory F. Mitchell, March 24, 1976; Motor Vehicles information.

[3]Harry Woodrow McGalliard (1911-), native of Connelly Springs; lawyer from Raleigh; A.B., J.D., University of North Carolina at Chapel Hill; postgraduate work, Harvard; World War II veteran; assistant director, Institute of Government, 1935-1940; member of attorney general's staff, 1940-1951; assistant North Carolina attorney general, 1951-1963; deputy attorney general, 1963-1970; chief deputy attorney general since 1970. *Who's Who in the South and Southwest, 1975-1976*, 472.

LEGISLATIVE WORK CONFERENCE OF SOUTHERN REGIONAL EDUCATION BOARD

LEXINGTON, KENTUCKY, OCTOBER 8, 1974

[The conference of the Southern Regional Education Board was held at the Holiday Inn North in Lexington.]

As we were coming up here yesterday, I couldn't help but think about what this conference would have been like a few years ago. In

those days any discussion of higher education would have had to include the ugly climate that prevailed at many colleges and universities all across this country. But that unpleasant era, the era of crisis and confrontation on the campus, has passed. Thanks to many people who displayed wisdom and cool heads during the strife and turmoil, we meet today in a new climate. But that doesn't mean that higher education in the South doesn't face challenges—challenges that are, in many ways, as important as those we faced in the turbulent 1960s.

First of all, we face the challenge we have always faced: the challenge of making the maximum use of the tax dollars and the other resources that go into higher education in our various states. For many years higher education's main problem seemed to be trying to figure out where to put all the students and how to spend all the money. The schools raced to keep up with the latest program trends and to keep up with each other. New academic programs, faculty members, and buildings were added at an astonishing rate. This was especially true of state-supported schools.

But that era has passed, too. Now we are finding enrollments leveling off and actually declining on some campuses. Population projections indicate that colleges and universities are entering a decade of enrollment declines. The Census Bureau has predicted that between 1972 and 1985 the number of college-age youths in the United States will decrease by approximately 2 million. At the same time, the seemingly limitless flow of money just isn't there anymore. Economic realities, if nothing else, dictate that colleges and universities make conscious, sometimes painful choices between one program and another one.

For those of us who must look at the needs of our states as a whole, we must balance the needs of higher education against all the other demands on our states' tax dollars. Lest there be a temptation to say that because of that enrollment decline we can turn elsewhere, I'd only say we now have the opportunity, perhaps for the first time, to concentrate on building quality into higher education without having to be so concerned with quantity, with financing massive building programs and large-scale faculty expansions.

At the same time we have to recognize the fact that our taxpayers are taking a harder look all the time at how their tax dollars are being spent. They want to know that it is being spent wisely and efficiently, whether for higher education or anything else. They expect accountability from the institutions their tax dollars support,

including their colleges and universities. This means that the people are going to grow impatient with tremendous increases in new programs at our campuses, especially when they see programs that are duplicating and overlapping. And we, as people responsible for spending these tax dollars, have a responsibility to make certain that waste and duplication don't happen.

At the recent Southern Governors' Conference in Texas, Dr. Clark Kerr[1] spoke to the governors. I was most impressed with the emphasis he put on the necessity for higher education to be concerned with developing the programs that will stay abreast of the ever-changing needs of the marketplace in our society and will prepare students for the "new careers."

We also have a responsibility to determine the role of each of our institutions in our total program of higher education and to make certain that the less-developed campuses not only survive but are given enough support to fulfill their particular missions. We have to recognize that colleges and universities have a responsibility to provide people with opportunities for continuing education, on and away from the campuses.

In looking at the total picture, we also have a responsibility to consider the role of the private colleges and universities. In seeing to it that our tax dollars for education are used to provide the maximum benefits for the people for the least amount of money, it is important that we look at the possibilities of assisting private institutions rather than duplicating their programs at nearby state-supported campuses. We are already doing this in North Carolina and are being asked to do even more, even though the fiscal picture is such that it is going to be a very tight budget year for our state. It just makes sense to take the statewide approach to higher education, and it makes just as much sense to extend this approach to the entire South.

The SREB has taken a leadership role in helping our states avoid unnecessary spending of tax dollars. Last year the Academic Common Market was organized by the board. Eleven states have approved this arrangement to waive out-of-state tuition for students from other states in the region to enroll in unusual graduate programs offered at some campuses. This is enabling 112 of these high-cost, low-enrollment programs at thirty-two campuses to accept greater numbers of students.

The SREB, with private funds, also has initiated an expanded program to share "uncommon" educational facilities within our region. Small grants will be made to individual faculty members

and advanced graduate students to use these unique and expensive facilities wherever they may be in the region. Both of these programs offer to the southern states the promise of eliminating unnecessary and costly duplication through sharing arrangements. There just isn't any reason for schools across the South to have unnecessary expenditures of tax dollars for high-cost programs when we can share the costs with each other.

Finally, before closing, I would like to share with you briefly the North Carolina experience in reorganizing higher education, because it relates strongly to all the things I have been talking about this morning. I should point out that because the people are different in every state, each of us must look for what we believe to be the best way for us. I think, though, North Carolina's effort will be of interest to all of you.

Having served for several terms in our General Assembly, I saw firsthand what could happen when higher education became a biennial, or annual, football to be kicked around in the legislature. I had a chance to see the vote-swapping, the coalitions, the squabbling, lobbying, and meddling that come all too often when the legislature is called upon to make all the higher education decisions. I couldn't help but think about that when I heard President Ford, in his message to Congress, teasing Carl Albert[2] about the "boondoggles" for Oklahoma and the "fine public service projects" for Michigan.[3]

In 1971 we decided to try to put an end to all that and to build a real system for governing higher education in our state.

We erected an umbrella, the Board of Governors, and placed it over all of our sixteen senior institutions. We gave this new board virtually all governing powers, including unified budget control and the authority to make program decisions for all the institutions. At the same time we maintained institutional boards of trustees for each of the campuses and provided that their powers would be derived largely by delegation from the board of governors.

This is a plan that provides for strong, central leadership where it is needed, while still allowing for strong local and institutional support where that is needed. It makes possible the solution of the great majority of problems on an institutional basis, and it frees the central board and staff for consideration of the statewide problems. This new system is still in its early stages. Some states have total centralization. Others have decentralization. Ours is a hybrid. It's going to take several years before we can make a real judgment as

to how well it works. Since its adoption we have had one major hassle in the legislature that had its beginnings before the new system went into operation. But we have faith in this plan. For the most part we are finding that the politicians are willing to let the governing board do its job of making the vital decision on the allocation of resources among the various campuses so that programs are established that complement each other instead of duplicating each other. This does not mean that the legislature and the governor have been cut out of the picture. We still have the responsibility of making the large decisions on what kind of tax dollars are going to be placed in this system of higher education. The legislature also elects the members who serve on the Board of Governors.

It's a new day in North Carolina—and a new day in the South. The South is the region that is going to lead this country in growth in the years remaining before we enter a new century. This will require all of us in the executive and legislative branches of our state governments to make many crucial decisions to assure that our states make maximum use of this opportunity while minimizing the problems that have accompanied rapid growth in other parts of the country. It's obvious that if the South is going to take the leadership role that we all expect, we have to be leaders in building the kind of quality systems of higher education that will prepare our people to make the most of the great opportunities that lie ahead and what will give us the resources to make the vital decisions that will shape the future of the South.

[1]Clark Kerr (1911-), native of Pennsylvania; educator from California; B.A., Swarthmore; M.A., Stanford; Ph.D., University of California; postgraduate work, London School of Economics; on faculty of various institutions; faculty member, chancellor, then president, University of California at Berkeley; chairman, Carnegie Commission on Higher Education since 1967; arbiter in various labor disputes. *Who's Who in America, 1974-1975,* I,1684.

[2]Carl Albert (1908-), lawyer, congressman from Oklahoma; A.B., University of Oklahoma; B.A. (Rhodes Scholar), Oxford University; B.C.L., LL.D., Oklahoma City University; member, Eightieth to Ninety-third congresses; majority leader, 1962-1971; speaker since 1971. *Who's Who in America, 1974-1975,* I, 29.

[3]Ford said, "Mr. Speaker, I am a little late getting around to it, but confession is good for the soul. I have sometimes voted to spend more taxpayers' money for worthy federal projects in Grand Rapids while vigorously opposing wasteful federal boondoggles in Oklahoma." Ford address, *Congressional Quarterly Weekly Report,* August 17, 1974, 2209.

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

ASHEVILLE, OCTOBER 28, 1974

[Speaking at the annual convention of the league, held at the Great Smokies Hilton Inn, the governor discussed revenue sharing. A report on the state's planned use of revenue sharing funds had been published on June 24, 1974. The sum of $52,301,398 was expected as North Carolina's share of the revenue sharing fund. All funds were earmarked for capital expenditures, with expenditures of over $17.5 million for corrections, nearly $21 million for general government, over $5.5 million for recreation and culture, $3.8 million for transportation, and slightly under $2.7 million for agriculture. Lesser amounts were designated for health and hospitals, education, and libraries. Except for 100 percent expenditure for equipment in the case of transportation and 99 percent for land acquisition under the category of recreation and culture, most money was to be used to pay construction costs. *News and Observer*, June 24, 1974, and Governor Holshouser's news release of the same date.]

A new era has begun in the relationships among the various levels of government in this country. For state and local governments, it's a new era of optimism and of opportunity. For years and years we've heard observers of government talking about the ineffectiveness of state and local governments. Now we have the opportunity, and the responsibility, to prove that we *can* do the job.

For the first time in the lifetimes of most of us, power has stopped flowing toward Washington and has begun flowing back to the state and local governments that are closest to the people. In the last few years we have seen a rebirth of federalism, the concept of government on which this country was founded. At the heart of this rebirth of federalism, providing the lifeblood for this new era in American government, is general revenue sharing.

Revenue sharing is one of the most important steps taken by the Congress in recent years. It represents a significant recognition by the Congress of the importance of state and local governments in maintaining a strong system of federalism. It has given states and local governments the opportunity to move forward in areas which otherwise might have had to wait. At the same time, it has placed new demands and new responsibilities on state and local governments, the responsibility of taking more and more of a leadership role in meeting the needs of the people of this country.

I am convinced that state and local governments can, and will, do the best job of determining what our people's needs are and in

establishing priorities and programs to meet those needs. I am just as convinced, after watching general revenue sharing work for a short while, that it has already been a giant step toward positive government for the future.

But I am not convinced that this era is here to stay, not yet. It's not that I have any doubts about the ability of state and local governments to meet this challenge. In North Carolina I know that we can, and I know that we will work together to prove that we can. But the battle is far from over between those who believe in the decentralization of power and those powerful forces who favor a strong, centralized government in Washington.

The advocates of a centralized national government have put to new use an age-old tactic, the tactic of divide and conquer. To put it purely and simply, they are trying to kill revenue sharing and return the flow of power back to Washington by driving a wedge between the two natural allies on the side of decentralization, the cities and the states.

For many years—for most of our lifetimes, in fact—all of us have seen the failure of concentrating power in a centralized government. We know that if this new era in intergovernmental relations is to last state and local governments have to work together to make it last. If we are really going to prove that state and local governments can do the job better, we've got to stick together. Otherwise, all our years of struggle and effort to reverse the flow of power will have been in vain.

When I met with you a year ago in Southern Pines, I pledged that we would make every effort in Raleigh to strengthen our ability to work closely in a spirit of cooperation and assistance with our local governments. Since then, I believe we have made great progress in that direction. To improve our ability to maintain strong ties with both the federal government and our local governments, we established the Office of Intergovernmental Relations. Ed Deckard,[1] the director of this office, will be speaking to you tomorrow, and he will be describing in detail the workings of the office and its various functions. Let me say simply now that I believe that this new office is helping us achieve a much greater level of policy and program coordination with our local governments. I am pleased with the effort that has been made so far, and I hope that many of you are already beginning to realize the benefits of this new program.

Making certain that revenue sharing continues is one way we can make certain that we do not let our new opportunities for

leadership slip from our hands. Strengthening the coordination of efforts between state and local governments is another way. At the same time we also have a responsibility and an obligation to the people we serve to take advantage of all the opportunities that come our way to help us do a better job of meeting the people's needs and preparing for the future.

For example, on August 22 President Ford signed into law the Housing and Community Development Act of 1974.[2] If this block grant program is funded at its authorized level, it's possible that a minimum of $427 million will flow into North Carolina over the next six years to help us solve our housing and social problems. I don't need to tell you that these funds are needed in many of our cities and towns. Whether they come depends on you. If our communities don't do the necessary planning and preparation to apply for these funds, the money will go to other communities in other states. As of right now, only thirty-seven cities and one county in North Carolina are entitled to any of this money. Most of our local governments will have to compete for the funds that will become available in the spring of 1975. Now is the time to prepare for that competition.

We stand ready to assist you in building your programs and your management capabilities. Our Office of Intergovernmental Relations, in cooperation with the Community Assistance people in the Department of Natural and Economic Resources, has set up a booth here to discuss how it can help you meet your needs and, in particular, how you can best approach this new community development program. I hope you will take advantage of it.

Since I last visited with you a year ago we have been involved in several other significant efforts at the state level. We've reorganized the state planning office to give it a larger role in the decision-making process. We've introduced program budgeting in state government. We've developed and published policy guidelines in twelve important areas to provide direction for our activities and programs in the next few years. We've developed a rural development strategy, and we've begun the formulation of a statewide economic development policy.

All of these things are extremely important to the future of North Carolina. I am convinced that the South stands on the threshold of the opportunity to become the leading region of this country and that North Carolina can and will be in the forefront of this dramatic move forward.

But if we are fully to realize this opportunity, we have to be prepared to adopt new tools and accept new ideas. For example, on November 5 the voters of this state will vote on a proposed amendment to our state constitution,[3] an amendment that will give our county governments an important new option. This option will be important not only to the counties but to all the cities and towns within those counties. Twice in the last five years the legislature voted for it, but the citizens said no. If the amendment is approved by the voters, most of our counties will have the opportunity to establish authorities to market industrial revenue bonds to finance the construction of industrial facilities. All of our counties will be able to sell bonds to pay for environmental protection facilities for industry. The bonds would be repaid by charging rent to industries using the facilities.

The lack of this kind of bond has put us at a competitive disadvantage for industrial development with virtually all of our sister states. The only other state that does not have some form of industrial revenue bond financing is Idaho, and this same issue is on the November 5 ballot in that state, too. If the constitutional amendment is approved, our industrial revenue bond law will be one of the most conservative in the country. It contains some very strict requirements in addition to those I have already mentioned. Any bonding proposal will have to have the approval of both the State Department of Natural and Economic Resources and the Local Government Commission. The project to be financed will have to have the potential for making a significant economic impact on the area. The industry using the facility must be one which hires a substantial number of people, and the industry will have to show that it will pay a higher wage than the average in that county.

Approval of this constitutional amendment by the voters could mean that many high-paying industries won't have to choose between locating in another state where they can get this type of financing or coming to North Carolina where they can't. I've told you what industrial revenue bond financing will do. Let me talk for a minute about what it won't do.

First, it won't cause local tax rates to go up. These bonds will be paid off by the rentals received by the county authority from the industry operating there. The full faith and credit of the county and the state will be protected and can't be used to pay off the bonds. That means no property taxes, no ABC funds, and no sales taxes will be used.

Second, industrial revenue bond financing won't give unfair tax advantages to any industries. Under the constitutional amendment, the industry will pay all normal property taxes as well as income, sales, and franchise taxes.

Third, it will not mean that the taxpayers will be footing the bill for industry to clean up its pollution. The bonds will be sold on the open market to individual investors. The industry will provide the funds to pay off the bonds as it pays rent on the building. Even if the industry went bankrupt, the buyer of the bonds would not be able to go to the county government to make up the difference. Again, no public funds will be used.

There is no evidence, either, that the availability of this type of bonding will have any effect on North Carolina's Triple-A bond rating. Of the eighteen other states which have the top rating, every one has industrial revenue bonding, and most have more liberal bonding policies than this amendment will allow in North Carolina.

I strongly endorse the amendment, and I urge you to join with me in bringing to the attention of our people the need to vote "yes" on this important question when they go to the polls on November 5. This new tool can be a key in developing a policy of balanced growth in this state, encouraging orderly growth on one hand and protecting the environment on the other hand. We often talk about how to encourage economic development. This proposal is one way we can help economic development in North Carolina and can do it without giving tax windfalls—and it comes at a time that may be the single most critical period in the development of the modern South.

And, finally, the option given counties in this amendment, this local option provision, is another move toward giving local governments more flexibility toward local determinations of how best to meet the needs of their communities. I am certain that cities and towns will have an important voice as the decisions are made as to whether this new tool will become a part of the economic development effort in their counties. It's a bright new era for all of us in state and local governments. We can't fail to make the most of this opportunity.

[1]For identification, see page 211.

[2]P.L. 93-383, "An Act to establish a program of community development block grants, to amend and extend laws relating to housing and urban development, and for other purposes."

[3]See "The Issue of Revenue Bonds to Aid Industrial Expansion," *We the People of North Carolina*, XXXII (October, 1974), 35-36, 51, for a discussion of the proposal. The constitutional amendment did not pass. See *News and Observer*, November 6, 7, 1974. The Raleigh newspaper praised the voters for seeing through a scheme which would permit the power companies to "exploit the amendment."

STATEMENT ON CONSTITUTIONAL AMENDMENT NUMBER 2 ON INDUSTRIAL REVENUE BONDS

RALEIGH, NOVEMBER 3, 1974

[A joint statement was issued by Governor Holshouser and Lt. Gov. Jim Hunt on the question of industrial revenue bonds, an amendment which was to be voted on by the people on November 5. The voters overwhelmingly defeated the constitutional amendment despite the endorsement of these two top state officials. Some felt that the defeat could be attributed to announcements by Duke Power Company and Carolina Power and Light Company that approval would permit the two utilities to finance environmental protection facilities through the use of industrial bonds. See "Industrial Bonds," *We the People of North Carolina*, XXXIII (January, 1975), 7.]

North Carolina voters have an opportunity this Tuesday to help our state move forward economically while strengthening our ability to protect the environment. Last week both of us indicated separately our support for Constitutional Amendment Number 2 because we believe it is a positive step toward these important goals. Today we want to reaffirm that support and urge the voters to approve this amendment when they go to the polls in Tuesday's elections.

The amendment authorizes the issuance of industrial revenue bonds at the county level. These bonds can benefit our state in two vital areas. First, these bonds can be used to encourage industrial growth in the areas of North Carolina that most need growth, thereby providing job opportunities, a higher standard of living, and a better overall quality of life. Second, these bonds can be used to protect our environment by helping industries pay for costly water and air pollution control equipment.

There has been a great deal of discussion during the past few days about this amendment, and we believe that some of that discussion has clouded over the important beneficial impact this amendment can have on our state.

Industrial revenue bonds are now in use in forty-eight other states. This constitutional amendment simply permits their use in

North Carolina. The procedures to be followed in issuing these bonds, and the specific purposes for which they can be used, are established by the General Assembly. The 1975 General Assembly, which convenes in January, will have ample time to examine those procedures and purposes before any bonds are issued and, if necessary, make changes to clarify them. We believe this constitutional amendment is sound, and we urge the people of North Carolina to vote for it.

Because of the importance of this matter, we want to reaffirm these facts about what the amendment will and will not do:

1. No citizen's tax dollars would be involved in financing of industrial facilities or environmental protection facilities. The county bonding authority issues the bonds, which are purchased by private investors. The investors' money is used to construct facilities and users of the facilities pay rent, which pays off the bonds. Consequently, industry is paying its own way.

2. Even if the industry goes bankrupt, the county is prohibited from using tax money to pay off the bonds. In other states, established procedure is for a trustee to act in behalf of the bondholders. The trustee, such as a bank, would act to find a new tenant or to sell the facility.

3. The amendment requires the operating company to pay the same local property taxes as if it owned the facilities. The operating company will also pay all state and local income, sales, or franchise taxes.

4. There are numerous safeguards on the use of this bonding authority. Each issue must be approved by the State Department of Natural and Economic Resources and the State Local Government Commission. If the Local Government Commission feels that issuance of a large industrial revenue bond might adversely affect the existing bond market, the Local Government Commission is required by law to withhold its approval of the industrial revenue bond.

5. There is no evidence that using this method of financing endangers the AAA bond rating or credit of the state of North Carolina. There are eighteen states other than North Carolina with AAA bond ratings. All of them use some form of industrial revenue bond financing.

6. Forty-eight of the fifty states have industrial revenue bond financing. This often places North Carolina at a disadvantage in competing for new industry. Idaho, the only other state not to have industrial revenue bonds, also is voting on this question Tuesday.

SUMMARY OF SPEECH TO SOUTHERN GROWTH POLICIES BOARD

ATLANTA, GEORGIA, NOVEMBER 13, 1974

The governor began by expressing appreciation to the Transportation Committee and to his associates, North Carolina's secretary of transportation Bruce Lentz[1] and Terry Lathrop.[2] The committee had been made up of representatives of federal, state, and local government officials; individuals with specialized skills in transportation; and representatives of every mode of transportation.

Transportation, which helped "determine the direction and pattern of growth," was critical in the life of the South; and improvement in interconnections was essential. Rather than begin new projects, the committee recommended completion of major facilities and maintenance and improvement of existing facilities. A single transportation department in each state would be helpful; the committee also felt that federal and state governments should move to establish single funds for general transportation purposes rather than appropriation for specific modes of transportation.

The governor, in his report, also observed that transportation was "an intensely regulated component of our economy." The committee recommended deletion of unnecessary regulation and consolidation of that regulation which was appropriate. Changes in the administration of the National Environmental Policy Act were also needed to prevent a heavy economic burden on transportation; the basic value and intent of the act were, however, respected.

Disruptions brought about by labor-management disputes were also of concern. The committee recommended "that mechanisms be investigated for resolving transportation labor management disputes without unduly disruptive work stoppages and interruptions of services essential to the public interest."

Improvement in air service, steps to assure continued health for the railroads, subsidies by the governmental level most directly affected by the need therefor, and the importance of regional coordination and cooperation were additional points discussed by Governor Holshouser. He closed with a recommendation that the committee be continued for at least one additional year.

[1]For identification, see page 57.

[2]George Terrell Lathrop (1935-), urban planner, native of Asheville, from Chapel Hill; B.S., North Carolina State University; master's degree in city planning, Yale;

postgraduate work, University of North Carolina at Chapel Hill; U.S. Air Force, 1958-1960; various teaching, research, and consultant positions; associated with Kimley-Horn & Associates, Raleigh, since 1973. *Who's Who in the South and Southwest, 1975-1976*, 413.

STATEMENT AT NEWS CONFERENCE ON ENERGY CONSERVATION PROGRAM

RALEIGH, NOVEMBER 20, 1974

[The following statement was presented by Governor Holshouser at a news conference held in the Administration Building. The governor dwelt at length on problems which were anticipated should reductions in the natural gas supplies by the Transcontinental Gas Pipeline Corporation become reality. As a matter of fact, cuts had been announced on October 15 and November 14; and on December 20, a few days after the issuance of this statement, an additional cut was announced. Fortunately, on January 12, 20, and 29, and on February 7, 1975, the crisis was relieved to some extent by some restorations, but the increased supplies were insufficient to offset the overall shortage which was to continue for many months. See *News and Observer*, February 8, 1975, for a summary of the events relating to natural gas supplies during the late fall and early winter of 1974-1975.

A month following issuance of the following statement, Governor Holshouser addressed the Energy Forum on North Carolina's Energy Future when the group met at Raleigh's Royal Villa. At that December 12 meeting he talked about problems the state and nation were having because of the energy shortage.]

For more than a year now, our state and our nation have been dealing with the complex problems of energy shortages. On several occasions during this period it has been necessary for us on the state level to take special actions to help prevent this problem from becoming the kind of crisis that could put North Carolinians out of work or cause them to do without heat in their homes during the cold-weather months.

It has been our conviction and our policy that state government has a responsibility not only to do whatever we can to reduce our own use of energy but also to take the lead in setting an example for others in a total effort to conserve our energy supplies. On each occasion we also have asked the people of North Carolina to give up something in the way of comfort and convenience, to make certain changes in their habits, as their contribution to this all-important effort.

It has been the people's response, their spirit of cooperation, that has played the major role in enabling our state to avoid serious tragedy during the worst periods of energy crisis that we have faced so far. Whether it be cutting down the heat in the winter, doing with less air-conditioned comfort in the summer, or driving slower on the highways, our people have shown a willingness to do their part in stretching our supplies of fuel and energy for the good of everyone. Our state employees also deserve special thanks for pitching in enthusiastically whenever we called upon them to make sacrifices. But the winter is almost upon us again, and we still have shortages in various types of energy. While I don't want to paint a gloomy picture, we have to be realistic and face up to certain hard facts, facts that could lead to critical problems for our state in the months just ahead.

For one thing, there is the coal strike. While we have every reason to believe there will be an early settlement of the strike, we already have begun to get some idea of what its impact could be on our state if the strike continues. Because of the low stockpiles of coal at the Tennessee Valley Authority's electric generating plants, the next few weeks could see a crippling electric power shortage in ten mountain counties (Avery, Burke, Cherokee, Clay, Graham, Jackson, Macon, Swain, Watauga, and Yancey) which are supplied all or part of their power by TVA through Nantahala Power and Light Company and four electric cooperatives. At the request of the chairman of the TVA, we have called upon the people in these counties to take energy measures to conserve electricity. These include an immediate cutback in all street lighting to 50 percent of normal; the immediate elimination of all outdoor decorative and advertising lighting; the reduction of commercial business hours to a maximum of 60 hours per week; and the immediate lowering of all electric heating thermostats to 65 degrees.

Our entire state could face a similar situation, or worse, if the coal strike drags on for weeks or months. A perhaps even more serious threat to our state is the very real possibility of a severe curtailment in our natural gas supplies. As you know, we have been actively involved for more than a year in proceedings before the Federal Power Commission and the federal courts to avoid the imposition of a plan that would result in further reductions in the natural gas supplied to our state by the Transcontinental Pipeline Corporation.

We had every reason to believe the FPC would accept a settlement that had been agreed upon by virtually every affected state

and distributor company up and down the Eastern Seaboard. But the commission last Friday ruled against us, forcing us to take the fight once again to the U.S. Court of Appeals in Washington. The court will hear arguments in the matter tomorrow. We are naturally hopeful that the FPC will be overruled. But we have to face the fact that under the best plan, our natural gas supplies will be curtailed by some 31 percent; and if the FPC is upheld, the curtailments will range from 35 percent to as high as 45 percent in some parts of the state.

These higher curtailments could result in many factories either trying to find alternate fuel supplies or closing down, putting thousands of North Carolinians out of work. With the number of job layoffs we already are experiencing because of the current economic situation, we simply have to do everything possible to minimize any other factors that could contribute to unemployment in this state.

Recognizing these factors, and the likelihood that we won't have the mild winter that we had last year, it's become more important than ever that we reduce our demand for energy by giving serious attention to means of conserving energy. Today I want to announce a new energy conservation program, a program that will work to provide leadership to state government, local government, business, industry, and the people of North Carolina in the effective promotion of energy conservation in our state. This program has four goals. They are:

First, to reduce energy use significantly in state government operations.

Second, to invite participation by local governments in effective energy conservation programs.

Third, to maximize participation by the commercial and industrial sectors in the adoption of effective energy conservation measures.

And, fourth, to make sure that our citizens are kept informed so that they will be motivated to take actions to reduce their own energy consumption.

First of all, I am asking each department head in state government to appoint an energy conservation coordinator, with authority to ensure that all appropriate conservation measures are taken throughout his or her agency.

Second, we are establishing a State Government Energy Conservation Council to be chaired by a member of our Energy Division in the Department of Military and Veterans Affairs. This council, on a continuing, regular basis, will consider ways that we can increase

energy conservation in all state government operations and make recommendations for actions to be taken. The energy conservation coordinators will serve as ex officio members of this council. Working with the appropriate divisions in state government, the council will develop a set of general energy conservation measures relating to all segments of state government operations. For example, basic suggestions will be developed in such areas as electrical usage; transportation; and heating, ventilation, and air conditioning.

We anticipate that these studies could result in new building designs for state government, designs that will incorporate the most advanced features in the way of making efficient and economical use of energy. Emphasis also will be placed on selecting building materials for maximum energy conservation.

As part of our effort in state government, we will be doing several other things. These include: continuing the energy conservation program begun in the public schools and community colleges; refining the State Facilities Energy Usage Report so that we can quickly recognize developing trends in energy consumption at state-owned facilities; and continuing the consideration of energy conservation in the design of highway improvement projects and the use of highway construction methods and materials which will help conserve energy supplies.

We also are reaffirming our encouragement to state employees to participate in the car-pooling program begun in the Raleigh area last year. At the same time we are asking the State Department of Transportation to look into the feasibility of other innovative transportation approaches, such as mini-buses, dial-a-bus, and the like.

We also are offering our assistance in various ways to encourage local governments to participate in effective energy conservation programs. Through our Energy Division, we will disseminate energy conservation information to local governmental units through many of our state government publications. We also will ask various trade associations to permit similar information to be carried in their publications. The Energy Division has been directed to develop energy conservation seminars for local government administrators and municipal engineers and to assemble packaged energy conservation programs that can be adopted in whole or in part by city or county governments.

To encourage business and industry to conserve energy, we are establishing a Governor's Energy Conservation Citation. This citation will be awarded to any firm which has made an outstanding

achievement in energy conservation. To review nominations and select those most deserving of citations, a committee will be formed composed of representatives from the industrial community, the Industrial Extension Service at North Carolina State University, the State Utilities Commission, the Department of Natural and Economic Resources, and the Department of Military and Veterans Affairs. Energy conservation methods that are developed by state government will be shared quickly and fully with businesses, industry, and other private organizations that could apply them to their own operations.

At the same time a coordinated energy conservation program will be carried out that will enable our State Government Energy Conservation Council to get input from the private sector.

Finally, we will begin immediately to develop an information program that will utilize every available tool to bring the energy conservation message to the people of North Carolina on a continuing basis.

I have given you a brief, sketchy outline of a comprehensive program, one that will be of great benefit to North Carolina in our efforts to prevent energy shortages from becoming an energy crisis. Details on the various parts of this program will be forthcoming in the very near future. At the same time let me emphasize that we will continue to do the things in state government that have proved effective, including the computerized car pool program and keeping our thermostats at 68 degrees this winter in all state-owned and state-leased buildings.

You also will recall that we extended the Christmas holiday period last year. The shutdown of our facilities resulted in considerable savings of heating fuels and electricity. With the concurrence of the State Personnel Board, I am directing today that this year's holiday period extend from December 21 through December 29. This will include two weekends and the previously authorized three days of holidays, December 24, 25, and 26. We are again asking state employees to take the other two days, December 23 and December 27, as part of their annual leave for this year. Again, of course, the extended holiday period does not apply to employees involved in essential 24-hour operations, such as members of the Highway Patrol, security officers, and employees of mental hospitals and prisons.

Based on last year's experience, we expect this extended shutdown to result in savings of more than 50 percent in heating and electricity during this period. It's just one way, but an important

way, that we in state government can do our part in conserving our energy supplies.

ANNOUNCEMENT AT NEWS CONFERENCE ON FORMATION OF NORTH CAROLINA OFFICE FOR CHILDREN

RALEIGH, NOVEMBER 25, 1974

[The new office for children was made up of several agencies already in operation, including the Office of Child Development. The preceding August, that office had announced the addition of thirty-eight minibuses to be used on back roads in western North Carolina to provide delivery of child development programs and other human resources throughout the twenty-nine counties served by the Appalachian Regional Commission. The buses were acquired by the North Carolina Office of Child Development through savings made possible by a new management system initiated by the office in January. Child development services included day care centers, family-based programs, coordinated health, social, and educational services. Thus the formation of the North Carolina Office for Children was a continuation of the interest shown by the administration in programs for young North Carolinians. News release of Governor Holshouser, August 28, 1974.]

State government, or government at any level for that matter, has one purpose and one purpose alone: to provide programs that will do for people what they are unable to do for themselves or their families. We have worked hard toward the proposition that state government has to care about people, that we should translate this care into meaningful programs that do what they're supposed to do, and that these programs should be operated as efficiently and economically as possible.

We've been especially concerned about our young people since they're the hope for the future. I believe that every child in this state, no matter what handicaps or problems he may be born with or confront during his early years, should have the opportunity to develop his abilities and capabilities to the fullest extent possible. Our society decided a long time ago that we had an obligation to provide schooling for our children. In more recent years we made the decision that our obligation to our young people, particularly those with special needs, went beyond their basic education. Outside of our educational system, most of our state government



The governor was keenly aware of the needs of all children in North Carolina. When the daughters of Sen. Harry Bagnal of Winston-Salem visited Raleigh on March 20, 1974, he was photographed with them.

programs for children are maintained by the Department of Human Resources.

While there are a number of fine programs, however, there has also been a growing concern that our efforts have not been well coordinated and may be duplicating rather than complementing each other. Most agencies of the Department of Human Resources have some direct interest in and responsibility for children. For the most part, however, these various responsibilities are limited to specific handicapping conditions, economic conditions, diseases, or other narrowly defined categories. These services have been fragmented. The needs of children have been dealt with in a piecemeal way, rather than through a comprehensive, unified approach that considers the total child.

This approach has contributed to duplication in programs. It has created gaps in services. In some cases it has generated unwarranted competition for funds and for public support. Most importantly of all, it has made it impossible to get a valid assessment of the total effect these various efforts and programs are having on the basic needs of children. For some months now, our secretary of human

resources, David Flaherty,[1] has been looking at this situation and seeking the best approach to bringing about a unified effort in the planning of services for children and in the delivery of these services.

Today, it is my pleasure to announce the formation of the Office for Children. This new office, which will be part of the staff of the secretary of human resources, is the culmination of the efforts by Dave and his staff. At the same time, it marks the beginning of what we believe will be a new era in North Carolina's efforts to meet the special needs of our children. The major components of the Office for Children will be three agencies currently within Human Resources: the Governor's Advocacy Council on Children and Youth, the Council on Developmental Disabilities, and the Office of Child Development.

The Office for Children will concentrate on four primary areas. They are: first, services for all preschool children who want or need services, including health services and quality child care; second, services that are complementary to public school programs with emphasis on support systems for children with special needs and their families; third, assistance to all children and their families in obtaining services which are available and to which they may be entitled; and fourth, assistance to consumer, religious, civic and professional organizations, at both the state and local level, in promoting and developing interest and action in behalf of young people.

The three agencies that are being merged are responsible for spending more than $13 million in federal and state funds and have a payroll of more than fifty people. By consolidating them, we will be able to do a better job in all these areas with no additional money and with no additional staff members. With this new office, there now will be one unified agency coordinating the planning of programs for children. There will be one unified agency serving as the advocate for children in North Carolina. There will be one unified agency responsible for coordinating all programs for children within the Department of Human Resources. And there will be one agency responsible for developing a system for monitoring and evaluating all children's services carried out by the department.

The head of the Office for Children will serve as an assistant secretary and will exercise, for the secretary, management authority over all agencies of the department regarding programs for children. Filling this important position is Donald E. Taylor,[2] who since February has been executive director of the Governor's

Advocacy Council on Children and Youth. Prior to that time, he served for two years as assistant deputy commissioner of mental retardation services for children in the Department of Mental Health. Serving under the assistant secretary in directing the major responsibility areas of the new office are three other highly qualified professionals. The director of planning is Robert L. Denny,[3] formerly executive director of the Council on Mental Retardation and Developmental Disabilities. Director for evaluation and monitoring is Beatrice Davis Carmen,[4] who has been heading the Office of Child Development. And chief of the children's advocacy section is Ronald Attkisson,[5] until now regional director for developmental disabilities in the Northcentral region with headquarters in Winston-Salem.

These staff members in Raleigh will direct a coordinated program that will extend to all seventeen of the planning regions in North Carolina. The office will work closely with the various councils of government, with local governments, and with our Office of Intergovernmental Relations in identifying children who are eligible for the various services offered and in making certain that they receive the services to which they may be entitled.

In summary, it will be the mission of the Office for Children to assure the development, support, and timely execution of a dynamic and comprehensive plan for meeting the human services needs of all children in the most effective and efficient manner possible.

[1]For identification, see page 68.

[2]Donald E. Taylor (1933-), native of Louisiana; B.A., Centenary College; M.Ed. and additional graduate work, University of North Carolina at Chapel Hill; U.S. Army, 1952-1955, with service in Korea; former teacher and director of various public school projects; director of continuing series of institutes for North Carolina Council on Mental Retardation, 1970-1972, prior to joining staff of Department of Human Resources as assistant deputy commissioner, Mental Retardation Services for Children, a position held 1972-1974. Donald E. Taylor to Memory F. Mitchell, March 29, 1976.

[3]Robert L. Denny (1917-), native of Wilson; A.B., Atlantic Christian; M.A., North Carolina State; additional education, North Carolina State, Yale, New York University, University of North Carolina at Chapel Hill, and Duke; World War II veteran; various positions in field of rehabilitation, 1946-1962; executive director, N.C. Council on Mental Retardation (later Council on Developmental Disabilities), 1964-1974; chief of planning, Office for Children, December, 1974-November, 1975; executive director, the Baddour Memorial Center, Inc., Senatobia, Mississippi, since November, 1975. Robert L. Denny to Memory F. Mitchell, April 29, 1976.

[4]Beatrice Davis Carmen (1923-), native of Pennsylvania, B.S. in Education, Mershingum College; M.S. in Child Development, University of Pittsburgh; Ph.D., Florida State; public school teacher and kindergarten director in Florida prior to coming to North Carolina in April, 1971. Telephone interview, Memory F. Mitchell with Beatrice D. Carmen, March 29, 1976.

[5]Ronald L. Attkisson (1948-), native of Richmond, Virginia; A.B., University of North Carolina at Chapel Hill; former research and laboratory assistant at Chapel Hill medical school; area coordinator and later regional director, Council on Developmental Disabilities, Department of Human Resources, 1972-1974. Ronald L. Attkisson to Memory F. Mitchell, April 6, 1976.

SUMMARY OF SPEECH AT FIFTIETH ANNIVERSARY LUNCHEON OF THE DUKE ENDOWMENT

CHARLOTTE, DECEMBER 5, 1974

Governor Holshouser spoke of the blessings enjoyed by North Carolinians: beauty and variety of land, natural resources, climate, and most of all, the spirit of the people. There had been many great people, most of whom had never made headlines. Of those whose names were familiar, none stood higher than the name "Duke," he said. James B. Duke[1] and his father Washington Duke[2] lived by the philosophy expressed by James B. Duke when he established the Duke Endowment: "to make provision in some measure for the needs of mankind along physical, mental and spiritual lines. . . ."[3] Millions of people were indebted to the Dukes for the endowment and all that it had meant to North Carolinians.

The Duke Endowment had worked hand in hand with the state. Several private colleges and universities had benefited from the Duke legacy; health care and expanded medical knowledge had been made possible; and provision had been made for orphans. The governor went into some detail in discussing each of these areas. He talked about the growth in institutions of higher learning, and about state aid to private institutions; about rural health clinics and about construction and expansion of hospitals made possible by the Hill-Burton[4] program; and about the state's programs for children, particularly recent developments which would mean improved services for the younger citizens of the state.

In closing, Governor Holshouser said, "We are grateful to Mr. Duke for directing our attention to our responsibilities as a people. And we are grateful to all of you who have had a part in taking the gift he gave to all of us and using it so wisely and so well."

[1]James Buchanan Duke (1856-1925), capitalist from Durham; educated, county schools; in tobacco business with his father and brothers in Durham; organized and headed the American Tobacco Company, 1890-1911; roles in various tobacco and other companies. Ashe, *Biographical History,* III, 102-113; Robert F. Durden, *The Dukes of Durham, 1865-1929* (Durham: Duke University Press, 1975), 26-81, 167-168, hereinafter cited as Durden, *The Dukes of Durham.*

[2]Washington Duke (1820-1905), businessman and philanthropist, native of Orange County; Civil War veteran; farmer; established his first tobacco factory on his farm, expanding business rapidly; noted for gifts to Trinity College, which moved to Durham and was renamed Duke, and other schools. Ashe, *Biographical History,* III, 84-93.

[3]"James B. Duke to Nanaline H. Duke and Others, Trustees—Indenture and Deed of Trust of Personalty Establishing the Duke Endowment, December 11, 1924," Durden, *The Dukes of Durham,* Appendix, 279.

[4]The Hill-Burton Act provided financial aid for construction of hospitals, with the federal government paying one third of the costs and the balance being paid by state and local governments and nonprofit hospital associations. Congress voted, July 3, 1947, $75 million for the initial two-year period. The 1947 General Assembly of North Carolina appropriated $6,250,000 to the Medical Care Commission to match Hill-Burton funds. For several acts relating to health care, see "An Act to consolidate and revise the laws relating to the public health service and for other purposes," 58 Stat. 682, July 1, 1944; an addition to that act, Title VI, passed August 13, 1946, 60 Stat. 1040, known as "An Act to amend the Public Health Service Act to authorize grants to the States for surveying their hospitals and public health centers and for planning construction of additional facilities, and to authorize grants to assist in such construction; and 88 Stat. 2226, passed January 4, 1975, and known as the "National Health Planning and Resources Development Act of 1974," which added a new Title XV, "An Act to amend the Public Health Service Act to assure the development of a national health policy and of effective State and area health planning and resources development programs, and for other purposes." For additional information on the original act and its effect on North Carolina, see the address given by Gov. R. Gregg Cherry to the Southeastern Hospital Executives' Meeting in Durham, March 22, 1948, in David Leroy Corbitt (ed.), *Public Addresses and Papers of Robert Gregg Cherry, Governor of North Carolina, 1945-1949* (Raleigh: Council of State, State of North Carolina, 1951), 830-841.

STATEMENT WITH REGARD TO FURTHER ACTION ON THE NEW RIVER PROJECT

DECEMBER 12, 1974

[Several days following issuance of this statement, the state of North Carolina filed a petition in the United States Circuit Court of Appeals in Washington in an effort to block the Appalachian Power Company from building the New River Dam. Under the license issued by the Federal Power Commission to the Appalachian Power Company, the company was authorized to begin work on the project on January 2, 1975. The state's petition was supported by a letter from the staff director of the President's Council on Environmental Quality; several questions were raised as to the dam's final environmental impact. An injunction was issued, staying action by the power company pending the appeal. Efforts to save the New River were continued in various ways; and on July 15 Governor Holshouser met with the secretary of interior, Stanley Hathaway, to discuss North Carolina's efforts to preserve the New River in its natural state. News releases of Governor Holshouser, December 20, 1974; February 3, July 15, 1975. For further developments, see entries under "New River" in index.]

Under the Federal Wild and Scenic Rivers Act of 1968, the U.S. secretary of the interior has the authority to declare a river as a "scenic river area." This authority can be exercised without the approval of Congress providing that certain conditions are met. These conditions are:

Number one, enactment of legislation by the legislature of the state in which the area is located, designating the site as a state scenic river area; and number two, formulation of a management plan for the area by the state.

In early 1974 we began a vigorous effort to have the New River Valley area in northwestern North Carolina included in the National Wild Scenic Rivers System to preserve this area as a place of scenic beauty and agricultural wealth. These efforts were essential because of the proposed power project, which would flood many acres of valuable farmland while doing very little in the way of helping solve the nation's energy shortage.

Last spring our General Assembly enacted the appropriate legislation designating the area as a state scenic river area.[1] However, a certain amount of time was needed to prepare the required management plan following enactment of the legislation. While the management plan was being prepared we turned our efforts to legislation before Congress to provide for a study of the New River for possible inclusion in the National Wild and Scenic Rivers System. We asked Interior Secretary Rogers C. B. Morton[2] to support this bill in the Congress. He gave us this support, reversing the previous position of the Department of the Interior.

Because of the action of the House Rules Committee, it now is obvious that Congress will not be able even to debate this legislation prior to the effective date of the license granted by the Federal Power Commission to Appalachian Power Company for the power project. However, our management plan has now been completed; and today I have written to Secretary Morton, making formal application to him to designate the New River in northwestern North Carolina as a scenic river area under the Wild and Scenic Rivers Act.

At the same time, I am asking the Federal Power Commission to delay further the effective date of the license for the power project. Let me assure the people once again that we will not give up this fight until we have exhausted every legal route at our disposal to protect the New River in North Carolina.

[1]Resolution 79, "A Joint Resolution Supporting Ashe and Alleghany Counties, and the States of North Carolina, Virginia and West Virginia in opposing the Construction of the Blue Ridge Project" had been passed May 3, 1973. It reviewed the hardship which would result should the New River Valley be used as proposed and urged prompt and vigorous opposition on the part of the state to the project. *N.C. Session Laws, 1973, First Session*, Resolution 79. On February 21, 1974, the General Assembly enacted into law "An Act to Designate the New River as a Scenic River area." This act amended Article 3, Chapter 113A to add a section whereby the New River area would be included in the North Carolina Natural and Scenic Rivers System. *N.C. Session Laws, 1973, Second Session, 1974*, c. 879.

[2]Rogers Clark Ballard Morton (1914-), government official; native of Louisville; resident of Maryland; A.B., Yale; president of Ballard and Ballard, 1947-1951; after company merged with Pillsbury Company, vice-president, 1951-1953; director, 1953-1971; member of Congress from First District, Maryland, 1963-1971; named secretary of interior, 1971, secretary of commerce, May, 1975; resigned to replace Howard "Bo" Callaway as campaign manager for Pres. Gerald R. Ford, April, 1976; served as manager until August, 1976, when he became leader of a campaign steering committee. *Who's Who in America, 1974-1975*, 2218; *New York Times*, May 2, 1975, 12; "Curtains for Callaway," *Time*, 107 (March 29, 1976), 19, hereinafter cited as "Curtains for Callaway"; *News and Observer*, August 26, 1976.

STATEMENT ON NORTH CAROLINA'S POSITION ON DEEP WATER OIL TERMINAL

PINEHURST, DECEMBER 13, 1974

[The following statement was issued by Governor Holshouser at the Coastal Plains Regional Commission meeting, held at the Pine Needles Lodge in Pinehurst.]

I want to thank the Coastal Plains Regional Commission staff, Robert R. Nathan Associates, and Coastal Zone Resources Corporation for providing us with an excellent study while working under severe time constraints. The study is a major step toward determining the desirability of locating a refinery-petrochemical industry in the Coastal Plains Region, including North Carolina. The study is extremely valuable for defining the scope and impact of such a project. We now have a much better handle on what alternatives we should consider.

Several conclusions can be drawn from the report. First, it is technically feasible to construct deepwater terminals off the coast of North Carolina. From a purely economic viewpoint the report is favorable for North Carolina. It appears that a closer look at the potential of a North Carolina site may produce even more favorable site and cost options. The report also concludes that the projected capital investment by the oil and chemical companies might be as high as $4 billion. Direct employment would create 5,500 jobs with

indirect employment providing an additional 27,000 jobs. The large investment and employment figures have a special significance for the coastal area where the need for economic improvement is clear.

It is also clear that any increase in the oil refining capacity of this nation would benefit North Carolina, which has no known oil or coal deposits. But our state does have refinery sites and deepwater terminal sites and a geographic location close to northern markets. And we must be willing to use these resources to do our fair share toward assuring an adequate national energy supply.

At the same time the study indicates there are environmental risks and social impacts associated with such an industrial development. Anticipating the implications and conclusions of this study, I asked the Department of Natural and Economic Resources in August to organize a deepwater terminal study group for North Carolina. This effort is already started, with an excellent advisory body of representatives from state and federal agencies, including the Department of Interior, Environmental Protection Agency, and Corps of Engineers. We hope the Federal Energy Office will soon join the group. This study group is making additional social-economic and environmental studies of North Carolina sites.

I am designating the Department of Natural and Economic Resources as the lead state agency to coordinate all deepwater terminal study efforts through its Coastal Area Management program and the Coastal Resources Commission. Other state executive agencies are directed to support the effort to the maximum practical extent, as requested by the secretary of natural and economic resources.

We also expect to keep the General Assembly fully informed on this important program since legislative cooperation will be essential from time to time. We will ask the legislature to extend indefinitely the Oil Refinery Licensing Act,[1] which is now scheduled to expire next July.

For the state's effort to be effective, it is necessary that we receive all possible public input. To this end, I am directing the secretary of natural and economic resources to establish a citizens' advisory committee, drawn largely from the coastal area. I am also directing him to hold public hearings throughout the coastal area to keep the people informed and to give them a chance to express their views.

Some final points:

1. Because of severe time constraints, the Coastal Plains Commission studies looked at only one site in each state. In the case of

North Carolina, that was in Onslow-Pender counties. Our North Carolina study group will additionally consider possible sites in Gates, Hertford, Carteret, Brunswick, and New Hanover counties.

2. It is particularly important that we be aware of the plans of the oil industry. It is equally important that the oil industry be aware of our studies and policies. We don't want the industries to base their plans on false assumptions about where we stand, nor do we want the people of this state to be unaware of the impacts of this type industrial development. We want full and frank discussions before either the oil industry or the state makes commitment. To open up this line of communications, I want to say to the industry that we are ready to talk, now.

3. A great deal more information must be gathered over the next several months. I encourage free and open discussion about this subject. Most of all I encourage those participating in the discussion to concentrate on fact, not fancy. I ask that the people of this state, the universities, communities, county governments, state agencies, and the legislature work together to assure that we make the right decisions.

[1]The 1975 General Assembly enacted into law an amendment to G.S. 143, Article 21A by adding a new Part 4, "Oil Refining Facility Permits." No facility capable of refining oil was to be constructed after the effective date of Part 4, July 1, 1975, without a permit from the secretary of natural and economic resources. Detailed provisions were included in the amendment. *N.C. Session Laws, 1975, First Session*, c. 521.

SUMMARY OF SPEECH AT CONFERENCE FOR MEDICAL LEADERS, NORTH CAROLINA MEDICAL SOCIETY

RALEIGH, FEBRUARY 1, 1975

Governor Holshouser spoke to medical leaders on the subject of health care delivery in North Carolina. A cooperative effort of government, the university system, and the medical community had resulted in development of "the most extensive area health education center program in this country. . . ." The program was designed "to decentralize medical training and to increase the supply of primary care physicians in all areas of our state."

The Office of Rural Health Services and the program of rural health centers were making possible health care in areas which had been deprived of adequate medical care in the past. These programs were discussed briefly by the governor.

The Student Loan Program, providing for medical education in return for service in medically needy areas, and its related Resident-Physician-Preceptor Field Training Program were also discussed. The latter afforded opportunities for residents in primary medical care to work with selected doctors in medically needy communities as part of their training.

A physician recruitment effort was being carried out by the medical society staff and the Office of Rural Health Services, the governor reported. Governor Holshouser commended the North Carolina Medical Society and the Academy of Family Practice for their efforts in interesting students and resident physicians in practicing in small communities.

A new challenge, brought about by the new National Health Policy, Planning and Resources Development Act, which represented federal intervention in planning, manpower, and delivery, was one to be faced in the near future, the governor said in closing.

STATEMENT ON PRESIDENT FORD'S RELEASE OF IMPOUNDED HIGHWAY FUNDS

RALEIGH, FEBRUARY 11, 1975

[The statement was issued after President Ford had made his announcement in Topeka, Kansas, on February 11.]

We are delighted, of course, by President Ford's decision to release these federal highway funds that had been impounded. We have not received all the details yet, but we have been informed that this will mean that we will receive a minimum of some $75 million to put to work immediately in building highways in North Carolina. I have instructed our Department of Transportation to get the necessary paper work ready as quickly as possible.

This is a major shot in the arm for our highway construction program in North Carolina and comes at a time when the economy can certainly use this kind of boost. The release of these funds was a major topic of discussion during the meeting that other southern governors and I had with President Ford in Atlanta last week. The president has properly recognized that these funds are needed not only to allow the states to move ahead with some important road projects but to help the construction industry at a time of severe recession for that important segment of the economy.

As we emphasized, and the president obviously agrees, this is a major step that will have an immediate impact on increasing productivity in our economy and in getting thousands of people back to work. These funds will be made available where they can be put to work immediately to attack the problems of recession and unemployment with special emphasis on completing the Interstate Highway System. We have many important road projects ready to get under way in North Carolina, and I can assure the president and the people of North Carolina that we're going to take full advantage of the opportunity President Ford has given us.

SUMMARY OF REMARKS AT NORTH CAROLINA CONGRESSIONAL DINNER FOR OPENING OF NORTH CAROLINA OFFICE IN WASHINGTON

WASHINGTON, D.C., FEBRUARY 18, 1975

[On January 9 Governor Holshouser issued a news release announcing plans to open the North Carolina Washington Office on January 16. Its director was Mrs. Renee B. Stewart, who had served as head of the Connecticut Washington Office. A graduate of Goucher College with a master's degree in political science from Rutgers, Mrs. Stewart had served internships with various committees of the House of Representatives and with the Washington Bureau of the *New York Times*. She had also been secretary to Connecticut Gov. Thomas J. Meskill while he was in Congress and during his gubernatorial campaign. The North Carolina Office was also staffed with an assistant director and an administrative assistant.]

The opening of the North Carolina Washington Office was an important occasion, Governor Holshouser said, as he spoke to congressmen attending a dinner at the Mayflower Hotel. He spoke highly of the staff employed to run the office; referred to the New Federalism and efforts being made to strengthen the partnership between the federal, state, and local governments; talked about the many federal programs which provided funds for the states; and told of the accomplishments of the Office of Intergovernmental Relations in Raleigh. He also referred to the fact that North Carolina received less in federal funds, on a per capita basis, than many other states. The Intergovernmental Relations Office had done a great deal to help local governments utilize federal programs; this second step would put North Carolina "in the forefront of states in our capability to make our voices heard and

improve our share of federal resources while strengthening the bonds of partnership among all levels of government."

The office would be state government's most direct link with the congressional delegation. It would work closely with federal agencies and would "develop strategies to improve our state's position" in the matter of its share of federal moneys. The office would be a liaison between Congress, federal agencies, and state agencies.

The governor mentioned several programs of great importance to the state: revenue sharing, the Highway Trust Fund, and the Appalachian Regional Commission program. He urged their continuance by Congress.

In closing, the governor invited the congressmen to use the office, which would be of value to them and to the people of North Carolina.

SUMMARY OF REMARKS AT THE NATIONAL BICENTENNIAL CONFERENCE

WASHINGTON, D.C., FEBRUARY 25, 1975

Governor Holshouser spoke at the National Bicentennial Conference as a representative of the National Governors' Conference. He reminded his audience that the 1969 National Governors' Conference had agreed that all states and territories should participate in the nation's bicentennial observance. He was happy to report that all states, the District of Columbia, Puerto Rico, the Virgin Islands, Guam, and American Samoa had bicentennial commissions at work. State legislatures had approved over $10 million for their commissions; and the American Revolution Bicentennial Commission had made available more than $22 million. More than 6,000 active projects had been reported, and more were being added everyday.

Complete involvement on the part of all Americans was a desired goal. Though critics were vocal, some going so far as to say there was nothing to celebrate, the governor noted that America had had problems throughout its history; but the country had survived. The Founding Fathers had created a system of government that had given more freedom and a higher standard of living for more people than any nation in history, Holshouser observed. They had erected a strong foundation. The governor reminded his listeners of some of the accomplishments of the United States: rebuilding the countries

of enemies; caring for the world's poor and hungry; building and sustaining the strongest economic system in the history of man.

The United States had a lot to celebrate. The country owed much to those who sacrificed so as to provide a free land. The bicentennial effort was a small payment of that debt, but the two-hundredth anniversary observance should be "a period of participation and rededication by every person in this great country . . . [so as] to build an even greater America."

STATEMENT BEFORE U.S. SENATE PUBLIC WORKS COMMITTEE

WASHINGTON, D.C., MARCH 10, 1975

[Governor Holshouser appeared before the Subcommittee on Economic Development to discuss the Appalachian Regional Commission and its efforts to improve conditions in the Appalachian region of his state. He urged continuing support of the program begun in 1965. On December 31, 1975, "An Act to extend the Appalachian Regional Development Act of 1965, to increase the authorizations for the title V Action Planning Commissions, and for other purposes," became Pub. Law 94-188. In the final version of the bill, the highway development act was extended for three fiscal years, through September 30, 1981, and the non-highway programs for four fiscal years through fiscal 1979. New authorizations for the commission and the development programs totaled $1,489,600,000. The bill also extended for one fiscal year, through fiscal 1977, the authorization for seven regional commissions patterned after the Appalachian Regional Development Commission and made new authorizations of $350 million for their operation. Another $11,150,000 was authorized for the operation of new regional development commissions that might be created.

The Appalachian Regional Development Commission was extended for four fiscal years, through September 30, 1979. Authorized for commission expenses in 1976-1977 and the transition period was $5 million; in 1978-1979 was $5 million. The sum of $800,000 was earmarked in 1976-1977 and $900,000 in 1978-1979 for the federal cochairman and his staff. Pub. Law 94-188; *Congressional Quarterly Weekly*, XXXIII (December 20, 1975), 2794-2795. See also *Congressional Quarterly Weekly*, XXXIII (May 24, 1975), 1073; (June 28, 1975), 1382-1383; (July 26, 1975), 1611, for further details as the legislation proceeded through Congress.]

I am Jim Holshouser, governor of North Carolina.

Perhaps even more than most other governors I welcome the opportunity to appear before you to discuss the Appalachian

Regional Commission. Having grown up in the Appalachian mountains of North Carolina, I am well aware of the needs that existed there when the Appalachian program was begun in 1965.

It was an area suffering from high unemployment, from sorely inadequate health services, from a need for better educational facilities and vocational training programs, from highways and other transportation systems that were poor at best. These problems have not been completely solved, even with the existence of the Appalachian Regional Commission.

But the North Carolina mountains simply are not the same place they were ten years ago. There have been dramatic changes in our mountains since 1965, changes for the good. In many ways these changes have been the direct result of the Appalachian Regional Commission. This program is the bootstrap by which this area of the country is lifting itself out of poverty. It is a program that is giving the people of this area the ability to help themselves, to build a brighter future for themselves and for future generations, without giving up the dignity and independence that has been so characteristic of the people of our mountains since the first settlers came to this area. In these ten years we have seen in all of western North Carolina a gradual influx of industry. We have seen, also, a rising quality of industries, stable industries paying higher wages to the people of the area.

But industries don't just come to a community by chance. They come where there are good schools, good roads, modern, well-run health facilities, and all the other things that add up to a high quality of life for their employees. Across our mountains we have seen improvements in all of these important areas because of the Appalachian Regional Commission.

We have seen modern schools rise in the countryside and colleges become universities. We have built modern water and sewer systems, hospitals and rural health clinics—primary medical care centers which have been a forerunner of our new statewide program in North Carolina to overcome the shortages of doctors in the rural areas and small towns throughout our state. Perhaps most of all, the Appalachian highway program has been responsible for opening up our mountains, making this area accessible to new industry, to more visitors, and to new full-time and part-time residents. In recent years, we have seen this area develop into a major year-round tourist and recreation resort. We have seen mountainsides transformed into ski slopes, bringing thousands of visitors and part-time residents to share our winters, as well as the other seasons, with us.

We have seen total communities grow up around these resorts, complete with golf courses, swimming pools, and tennis courts.

The progress we have seen has been dramatic. But I also know firsthand that the job is far from completed. There are still many needs to be met in the mountains of North Carolina, needs that call for the continuation and expansion of the Appalachian Regional Commission program.

We have reversed the cycle of poverty in this area. We have halted its decline in population. But there is a need for a continued and even larger effort in manpower training and vocational education to equip our people for the more highly skilled jobs, coupled with a corresponding effort to attract more stable new enterprises to the area.

Obviously, one of the keys to the region's ability to attract new industry is its capability to handle water and sewer demands, not only of the industry itself but the growing population that comes with it. This is another important area that requires our continued concentration.

By whatever definition, there is no question that the ARC program has played a vital role in improving the quality of life for many of our people. This is not to say that the job is done, or even that we are approaching the finish line. But the changes that I have mentioned, plus the all-important highways which have linked the "lost provinces of Appalachia" to the outside world, have improved the area's quality of life and opened for us a unique potential.

But progress has its hazards, too. We also have to recognize that the solutions to the basic problems of our mountains can, ironically, bring other problems. It is most important right now that our growth be tailored to a balance between rural and urban growth and between economic development and protection of the environment. We should take advantage of the Appalachian region's brighter opportunities for economic development without destroying the very environment that makes the mountains so attractive as a place for recreation and a place to live. If we rush pell-mell to develop every mountainside, to harness every river, to remove every mineral resource without looking to either side to see what is happening, we could wake up one day to find ourselves wondering if this is the same land that we all knew and loved.

In North Carolina we already have enacted a Coastal Area Management Act, and we hope to follow that action in 1974 with a Mountain Area Management Act of 1975.[1] Our approach to sound,

orderly growth has been through a planning partnership between state and local governments.

To attain our potential in the entire Appalachian region we must do some sound and sober planning to find and maintain a balance between growth and conservation. That kind of planning requires the kind of local-state-federal partnership that we find in the Appalachian Regional Commission. The ARC is the ideal vehicle to plan and promote a responsible effort to save the mountains from being a place characterized by polluted streams, unplanned housing developments, and neon lights. We need the ARC structure, the ARC process, and its sufficient resources to assure that this planning will lead to action.

I have said there is more to be done on several fronts. There also are some other important areas in which relatively little has been done within the broad scope of the ARC efforts. We have done almost nothing through ARC to strengthen our agriculture and little to improve utilization of the forestry resources of the region. I would suggest that ARC give more emphasis to both of these areas.

With ARC help North Carolina is attempting to develop ways to make the best use of our limited hardwood in the manufacture of furniture; using other materials for some parts, making better use of short-length timber, and the like. But we must do more. Increased emphasis on the timber development program is stressed in the commission's new program recommendation.

Housing is another area that should be given special emphasis. We are, of course, extremely handicapped in alleviating this region's shortage of adequate housing. The housing industry in the mountains has long been more severely handicapped than the rest of the nation by shortages of mortgage money, the high cost of level, flood-free land, and a market limited by low incomes and unemployment. A major effort by ARC in this area stands out as one that should produce high return on our investment.

In closing, I would like to mention two things. First, we are discussing the future of the Appalachian Regional Commission at a time when many Americans are concerned about the federal budget and the need to manage the deficit that we find in the current budget. I am personally pleased that the only amendment proposed by the commission that would significantly increase ARC expenditures will have no budget impact until fiscal year 1977, and this comes in the program that certainly must rank among the most productive on an objective cost-benefit comparison—the extended highway program.

Secondly, I have had the opportunity to observe many federal programs in action—as a city-county attorney, as a state legislator, and as governor. I know of no other program that is so clearly and obviously benefiting the people of the area in which I have spent most my life as the Appalachian program. This program has had less waste than any other with which I have been associated. In terms of a true, tangible impact, in terms of the ultimate objective of helping people help themselves, this total program—the roads, the hospitals, the educational facilities, the water and sewer projects—has done more to change the Appalachian mountains than any other half-dozen programs that I could mention. The Appalachian Regional Commission is one of the soundest creations of Congress, and I strongly urge you to continue and extend this program that has meant so much to the people of this region.

[1]Efforts made in the direction of mountain area management failed again in 1975 as they had in the previous General Assembly. Senate Bill 467 and House Bill 596, identical bills entitled "A Bill to be Entitled An Act Relating to Management of the Mountain Area of North Carolina," were introduced in March but died in committee. Accompanying appropriations bills, S.B. 468 and H.B. 598, also died in committee. See *N.C. Senate Journal, 1975, First Session*, 215; *N.C. House Journal, 1975, First Session*, 330.

SUMMARY OF REMARKS AT NORTH CAROLINA STUDENT LEGISLATURE BANQUET

RALEIGH, MARCH 19, 1975

Governor Holshouser filled in for Sen. Howard Baker of Tennessee who had been scheduled to speak on this occasion. He noted the senator's support of full citizenship for young people, as shown by his sponsorship of a lowered voting age to eighteen and his active role in replacing the draft with an all-volunteer army. He also commented on Baker's organization of a nonpartisan program in Tennessee to help young people get involved in the political process.

Governor Holshouser said he, too, had long preached involvement to young people. He had called on them for help in his campaigns and in his office. Many young people first became aware of governmental processes through their participation in the Student Legislature.

Too few young people even bothered to vote, the governor noted, and he called on his listeners to take an active role in government. By voting they could have an effect on the policies of this country. He urged members of the Student Legislature to get involved in issues before the 1975 General Assembly—for example, they could



With his stress on youth and the utilization of young people in his administration, it was natural that the governor would call on his younger supporters to serve as pages. Typical of those working in this capacity were, left to right, Tarra Nowell, Charlie Young, Vicki Larrabrant, David Tayloe, and Elizabeth Wright, who were working in March, 1974. Most of the pages served for only one week at a time.

circulate and sign petitions advocating the repeal of the 3 percent sales tax on food, and they could form committees to visit their senators and representatives on this issue. If repeal of the food tax did not interest them, the governor suggested involvement in some other of the many problems facing the nation. He concluded his address: "In other words, do whatever turns you on—but get turned on to public involvement."

STATEMENT AT NEWS CONFERENCE ON THE STATE'S ECONOMY

RALEIGH, MARCH 25,1975

[This news conference was held in the Administration Building.]

There's been a great deal of discussion during the past several months about North Carolina's economy and what the current

slump will mean to our state revenue picture. When our state budget was prepared in October and November we had an unemployment rate of about 3.5 percent, which as you know has since jumped to more than 10 percent.

Even in January there was some hope that the downturn would be relatively short and would not seriously affect our state tax picture. As the weeks have gone by, however, it has become increasingly obvious that the decline in employment and production, particularly in textiles and furniture, would have a serious adverse effect on the state revenue picture. It also is obvious that it would have been little more than guessing to try to predict the impact before the March revenue figures came in. These are the figures which reflect the income and sales for January, and January was the first month in which the serious downturn was felt.

I received that report last week, along with the revenue figures for the fiscal year to date. I have done some very intensive personal research during the last several days and have also met with officials from the Department of Revenue and the Division of State Budget. In my judgment the figures now make it clear that we can expect a serious reduction in our estimates of revenue for the next biennium, well in excess of $100 million, and that we face some hard choices. Based on these figures I do not believe that the General Assembly at this time can give serious consideration to the repeal of the food tax. It is obvious that unless some very important programs are going to be cut from the current budget, the surplus at the end of the first year of the biennium is going to have to be used for programs during the second year. This necessarily removes the funds available for repeal of the food tax.

While we cannot expect final estimates of the revenue picture to be completed for another forty or fifty days, I urge the legislature to begin now to trim the budget in contemplation of reduced revenue estimates, also anticipating use of the surplus during the second year of the biennium.

It is obvious that the rainy day is here and that it would be irresponsible to let that money sit idle rather than using it for the needs of North Carolina. It is also obvious that it may be necessary to have a legislative session during the spring of 1976 in order to review the fiscal picture, if there have been any further drastic shifts up or down in our economic picture. Should the revenue picture improve, of course, or should the legislature choose not to use the surplus during the second fiscal year, I will renew my efforts to seek repeal of the food tax. I have not totally given up hope on this effort,

but I simply can't justify action by the legislature at this time, given the present fiscal picture.

Frankly, it's been a very hard decision to make. A great many people have worked very hard in our petition campaign, and I want to express my personal appreciation to each one of them. I also have a personal regret that the fiscal picture is so gloomy that it won't allow current consideration of what I believe to be a very important need for relief for the people of North Carolina. Obviously the easy way and perhaps the politically popular way would simply have been to put all the blame on the legislature for not passing the tax repeal bill and to say that it was the fault of the Democratic politicians. But I have never yet presented a budget proposal, either as a legislator or as governor, that I thought was fiscally unsound, and I'm not going to start now.

STATEMENT ON SUPPORT OF RETENTION OF N.C. PRESIDENTIAL PRIMARY

RALEIGH, APRIL 9, 1975

[Speaking at a public hearing before the North Carolina Senate Committee on State Government, Governor Holshouser strongly advocated the retention of the North Carolina presidential primary. Alabama Gov. George C. Wallace, who also spoke in favor of the primary, was entertained at a luncheon in the Governor's Mansion following the hearing. See "Wallace" in section "The Month in State Government," *We the People of North Carolina*, XXXIII (May, 1975), 6.]

Mr. Chairman, members of the committee, members of the General Assembly, and fellow North Carolinians:

First of all let me express my thanks for your kind invitation to appear before the committee to express whatever views I might have on the bill that's pending before your committee. I'd like to take this opportunity to extend both an official and a personal welcome to our neighbor from the South, Governor Wallace.[1] We're glad to have you in North Carolina.

I didn't really come prepared to make a speech. I'd like to say at the outset I'm speaking for nobody but Jim Holshouser. I'm also speaking as a noncandidate, lest there be any misunderstanding about my position. And I'd like to speak in support of a position that's been my privilege to take for a number of years, going back to the time when I served as a member of this body. In 1971, when we discussed the presidential primary, I felt strongly that it was the

right thing to do and I still feel that way. And I joined with a number of you at that time in helping to pass the legislation that's on our books today. I am in favor of it, and it really goes to what I consider the lifeblood of what our government is all about.

Every time I see a public opinion poll around the nation or in North Carolina, I see a growing disenchantment on the part of people with government, with politics, and with politicians in general. That's a fact I really can't be very proud about because I'm a part of that process, too, and it's a part of America.

When I ask myself why that's happening, some people would say it's because of the news media and their disproportionate display of unpleasant things about government. Other people say it's the actions of government itself. Certainly the Watergate affair in Washington has helped to increase public disenchantment in recent months, but perhaps most of all that public disenchantment comes, I think, because people feel they really can't influence governmental decisions and their vote really doesn't count any more.

Now when we discuss this bill we hear a lot of talk about smoke-filled rooms, but let's ask ourselves what democracy is all about, and whether it's truly government of the people or government of a few, by a few, and for a few. When the political parties, and politicians in those political parties, appear ready to play big brother and to make all the decisions about what's best for the people, then it's easy for us to understand why people are unhappy about our governmental process. When we reach the point when we are willing to say to the people of North Carolina that politics should be nothing more than a game of power brokerage rather than self-determination, which is what the heart and soul of this country is about, then we're losing the thread of truth that holds a democracy together.

You and I, no matter what party we may belong to, go out and we preach involvement; and I think we really believe that. But to whatever extent we preach involvement on people's part to serve our own selfish ends, then we're simply putting ourselves in the position of trying to fool people. The best way to prove to the people of this state that we really mean it when we say that we want them to be involved is to practice what we preach and give them a chance to be involved in the most positive way there is, and that's to cast their votes, to give them a chance to bring the candidates in and let them see what the candidates are about and hear what they have to say and let them exercise their voices.

I think it would be good for the candidates, too, because, unless we let the candidates deal with the people, and not just the power brokers, we're going to find a growing problem in government—again, of government by the few and influence only by the few.

I had the dubious privilege of going through two primaries a couple of years ago, and it wasn't all the fun and glory that sometimes it seems in the newspapers. But I do know that it puts you in contact with the people, and it's good for candidates to get out and listen to what people are saying and what they are about. And it's good for presidential candidates and vice-presidential candidates to come into North Carolina and into the South and feel and hear what people are concerned about in our part of the country. So it's good for the people; it's good for the candidates; and it will be good for the government in the long run.

Just two thoughts: We worked hard on that law in 1971, and one of the major considerations was how we'd go about the process of trying to encourage all of the potential presidential candidates to be on the ballot. We ended up with a kind of compromise, and I would encourage you to consider amendment of that law to ensure that all bona fide candidates are on the ballot.[2] I think that's the best way to give the people of this state a true voice in the nomination process.

Secondly, there's been a lot of talk about moving our state primary to the fall, and I think many members of the House voted for this bill on the basis that it was dovetailing with that idea. I would encourage you to consider these ideas separately, and then to say that if the presidential primary is worth what it means to the people of this state, then it's worth the expense in the spring, even if we do move the state primary to the fall.[3]

I leave the matter in your hands. I trust your judgment, and I know that you will be concerned about what the people of this state think and feel about what we do here in Raleigh concerning their birthright. And it is a birthright in this country. That right to vote is a very precious and treasured experience that we have in this country, as perhaps in no other. And I think we ought to see to it that people are able to maximize that opportunity.

Thank you very much.

[1]George Corley Wallace (1919-), lawyer and governor of Alabama; LL.B., University of Alabama; World War II veteran; assistant attorney general of Alabama, 1946-1947; Alabama legislator, 1947-1953; judge, Third Judicial District, Alabama, 1953-1958; private practice of law, 1958-1962; governor, Alabama, 1963-1966, reelected in 1971; candidate for

U.S. presidency, American Independent party, 1968; candidate in Democratic primary, 1972, 1976. *Who's Who in America, 1974-1975*, II, 3198; *News and Observer*, November 13, 1975.

[2]*N.C. Session Laws, 1975, First Session*, c. 744, enacted "An Act to Provide a Presidential Preference Primary in March, to Encourage All Presidential Candidates to be included on the Presidential Primary Ballot, and to Eliminate Filing Fees for Presidential Candidates." The act was ratified June 24, 1975, to be effective on ratification. It rewrote Article 18A of Chapter 163 of the General Statutes and provided that on the fourth Tuesday in March, beginning in 1976, and each successive four years, the presidential preference primary would be held in North Carolina.

[3]*N.C. Session Laws, 1975, First Session*, c. 844, enacted "An Act to Provide that the Primary Election Shall Be Held in August and to Make Appropriate Changes in the Election Laws." This act amended G.S. 163-1(b) by deleting provision for "Tuesday next after the first Monday in May" and inserting "on the third Tuesday in August." Other related provisions were also changed. There was also a provision in this chapter for the presidential primary to be held in March. This act was ratified and made effective June 25, 1975.

SOUTHERN FURNITURE MARKET BOARD OF DIRECTORS

HIGH POINT, APRIL 17, 1975

[At a dinner held at the Southern Furniture Market Center in High Point, the governor discussed one of North Carolina's leading industries, that of furniture manufacturing. Thousands of visitors annually came to North Carolina during the furniture shows in which new lines were shown. Furniture, along with tobacco and textiles, had long been leading industries in North Carolina.]

Springtime is a special time anywhere. But it's extra special in North Carolina. All Tar Heels, from the mountains to the coast, share in the unmatched beauty that comes over our landscape with the arrival of spring each year. But in the last few weeks I have been especially struck by the extra things that make spring even more special to North Carolinians living in different parts of the state. Just a couple of weeks ago, for example, I was next door in Greensboro enjoying the opening of the GGO tournament. In that area, and for golf fans all across our state, spring is officially here when the first player tees off in the GGO. In the Sandhills area the arrival of spring means it's time for Stoneybrook, that spectacular afternoon of horse racing at Southern Pines. Down at Wilmington spring has long meant the Azalea Festival. Up in Statesville it now means the Dogwood Festival. Last weekend I had the pleasure of visiting both of those festivals, each of them celebrating one of nature's beauties that thrives abundantly in our North Carolina soil.

That, in a way, is what we're doing here today. When spring comes to High Point, and all up and down the "Furniture Highway," it comes with the opening of the furniture market each April. It's a festival, too. "Spring market time" is an exciting time in this area. You can feel the excitement in the air, just as you feel it at the GGO or the Azalea Festival. The similarities don't end there, either. Each of those special events I have mentioned brings thousands of visitors to those areas, pumping thousands of dollars into our economy.

During the coming week about 30,000 visitors will come to this area for the big shows, to see the new home furnishing lines and styles and, in many cases, to place their orders. They will come from all over, from every one of the fifty states and some fifteen foreign countries. They will spend money for lodging, meals, transportation, entertainment.

And just like those other "festivals" around North Carolina, the spring market in High Point and along the "Furniture Highway" is a celebration honoring one of our most precious natural resources: the great woodlands that have made this area the furniture capital of the world. It's a tribute to people—the people who have built this great industry that is so much a vital part of the economic lifeblood of this state. That's why this is such an exciting time and such an important time. Market week is not just a one-week shot in the arm for the local economy; it's part of what the economy of this area is all about, fifty-two weeks of the year.

It's hard to realize, really, just how young the furniture industry is in North Carolina, considering its size today. Our furniture industry has certainly come a long way since Capt. William Henry Snow,[1] a Union army officer, traveled through western and central North Carolina in the closing months of the Civil War, liked what he saw, decided to stay, and opened the Snow Lumber Company here in High Point. That's how it all started.

In 1880 North Carolina ranked thirty-sixth among the states in furniture production. But within just two decades it was to become an important furniture producing state. Blessed with strong leaders, men of vision and purpose who became leaders in all aspects of the life of our state, this industry has been growing ever since at a phenomenal rate. This evening we are gathered at the focal point of the greatest concentration of furniture production in the world. Within a 200-mile radius of here, you will find factories that are producing 60 percent of all wood bedroom furniture made

in this country, 52 percent of all wood dining room furniture, and 28 percent of all upholstered furniture.

There are many reasons for this growth, of course. The furniture industry in this area has been blessed with outstanding leadership. It has been blessed by the kind of workers for which North Carolina is famous, workers which take pride in making a quality product.

The brand names turned out by these factories are household words all over America and throughout the world. They are brand names that stand for quality materials and outstanding craftsmanship. They have made North Carolina synonymous with the word "quality" to people in all corners of the globe. Our furniture industry, our entire home furnishings industry, also has grown and prospered because our state has had the wisdom and foresight to recognize its importance to our economy.

We have recognized that our forests are a treasure that must be protected and properly managed. Today, over 63 percent of North Carolina's land still is in forests, covering over 20 million acres. Our vast forest resources are solid assurance that this industry will continue to grow and meet the needs of people for many years to come. Among the states we have been a leader in reforestation practices and in forest fire control.

At North Carolina State University an outstanding furniture-course program has prepared leaders for this industry in our state and elsewhere. In many of our community college systems, skilled craftsmen have been trained and are being trained today to assure the continuation of the quality worksmanship that has made North Carolina-manufactured furniture the source of pride in so many American and foreign households.

And, of course, our home furnishings industry also owes much of its growth to the people with vision who have been responsible for the Southern Furniture Market Center here and the facilities in our other showroom cities—Thomasville, Lexington, Hickory, and Lenoir. With the grand opening of the Southern Furniture Exposition Building here in 1921, North Carolina's position was assured as a leading furniture state. It was a milestone, and a demonstration of faith.

Today I had the pleasure of participating in another milestone for this market and for our home furnishings industry—the official opening of the new Commerce Wing. This facility is another demonstration of faith that this industry will continue to thrive and grow despite the economic problems that beset us today.

The spring furniture market is sort of like spring itself, a new beginning. Today this feeling of spring, of excitement and anticipation, is stronger than ever here. Everywhere I meet people in the home furnishings industry, I hear the same theme, the theme that the turnaround in the economy is coming. One furniture executive told me yesterday: "We're going into this market with optimism and expectations." Industry leaders tell me that they are confident that the recession has bottomed out, that business already has turned upward, and that there is going to be a significant change in the next six to eight months.

There are many reasons for this optimism. I'm sure you saw this week's news that February had a drop of $1.49 billion in our nation's inventories, the first monthly drop in the stockpile of unsold goods since May, 1970, and the steepest since the government started keeping records in 1948. Then there was the added news from the U.S. Commerce Department that sales of all goods increased $825 million in February over January sales, a 5 percent gain. There is the growing evidence that the housing industry will soon snap out of its severe depression. This can only mean good news for the home furnishings industry, which traditionally has prospered in direct relation to the fortunes of the housing industry.

Despite the fact that a lot of people have been nervous about the impact of the new federal tax law, I couldn't help but notice this week that Sylvia Porter,[2] the nationally syndicated columnist on financial matters, said that the pessimists may be way off base, particularly on housing. She pointed out that many favorable factors are now coinciding to bolster this basic sector of the American economy. Mortgage money is much more available and cheaper than it was a few months ago as a result of the Federal Reserve's money-easing policies and the rush of savings back into savings institutions. The new 1975 Settlement Cost Law slashes cash needs for many home buyers, and helpful provisions of other recent housing laws are starting to go into effect this year. There are the tax rebates, outright bonuses, and the boosts in actual take-home pay that are going to add billions to the spending power of individuals in the next several months. And finally Ms. Porter said there is the tax credit for home buyers who act fast to buy a new home.

Furniture leaders have been telling me that all of these things add up to a shot in the arm for the industry. That's good news. It's good news not just for the people who depend directly on this industry, but for all North Carolinians. It's good news for our textile industry, which produces carpets and bedding and upholstery for

furniture. It's good news for lumber mill operators, for merchants, and for those of us in state government and in local governments who are facing the necessity of making painful choices, of cutting back on important services to the people because of declines in the growth of our tax revenues.

Spring is always a time for renewed hope, for optimism. But this spring there is more reason than ever for hope, and there is solid ground for optimism. It's my pleasure to be with you on this significant occasion, to join with you in looking forward to the bright days that lie ahead for this industry, this community, and this state.

[1]William Henry Snow (1825-1903), native of Montpelier, Vermont; captain in Union Army during Civil War; stationed in North Carolina; after war, he and a friend organized the first spoke and handle factory in the state; moved business from Greensboro to High Point and began to manufacture shuttle blocks; began large planing mill; leader in building railway from High Point to Asheboro; served as postmaster and mayor of High Point. Special Staff of Writers, North Carolina Biography, *North Carolina: Rebuilding on Ancient Commonwealth* (Chicago and New York: American Historical Society, Inc., 4 volumes, 1928), III, 8; Robert Digges Wimberly Connor, and others, and Special Staff of Writers, *History of North Carolina* (Chicago and New York: Lewis Publishing Company, 6 volumes, [3 of North Carolina Biography]), VI, 165.

[2]Sylvia Field Porter (1913-), writer from New York; B.A., Hunter College; studied in graduate school of business administration, New York University; D.Sc. in Business Administration, Bryant College; many honorary degrees; writer on finance, noted for syndicated daily column. *Who's Who in America, 1974-1975,* II, 2476.

SUMMARY OF SPEECH AT ALL-STARS SCHOLARS BANQUET

CHARLOTTE, MAY 2, 1975

The banquet at which Governor Holshouser spoke was sponsored by the *Charlotte News* to honor the top all-around senior students in public and private high schools in Mecklenburg County. The governor noted that because of bad publicity, young people as a group had been "misunderstood, misinterpreted, and misrepresented. . . ." Actually, he said, they were "the best our country has ever produced—the best educated, the best motivated, the best informed, and the most committed." It was unfortunate that most publicity was given to fights in the schools, drinking and pot parties, wrecks, dropouts, and runaways.

The governor commended the young people receiving honor at this banquet and thanked the *Charlotte News* for showing that it cared about the good things being achieved. This group of students had already shown qualities of leadership, and the speaker urged

them to continue in their role as leaders, to become involved in their communities, churches, schools. America had survived the problems of 200 years, in itself proof of the worth of this nation and the dream for which it stands. The governor concluded, "As long as there are occasions such as this one, and as long as our country is producing the kind of young people who make these occasions possible, we need not fear for the future of America."

EASTERN NORTH CAROLINA LAW ENFORCEMENT ASSOCIATION

RALEIGH, MAY 7, 1975

[The governor spoke to the association when it met at the Raleigh Police Club.]

Nearly 200 years ago some of the greatest men the world has ever known founded the greatest nation on earth. This new nation was to prove to a doubting world that the people, working together, were capable of making their own laws and establishing their own government. It was to be a nation that would be governed, not by kings and not by men, but by laws—laws based firmly on moral and ethical principles. It was to be a nation in which power would not be concentrated in the hands of a select few people or in a powerful central government. In the *United States* of America, the states, through their elected representatives, would decide which powers they would delegate to the federal government.

Throughout history, the map of the world has constantly changed. Nations are born and nations fall with regularity. But our founding fathers didn't just begin another nation; they created a *system* of government, the likes of which have not been duplicated anywhere else on earth, before or since. In so doing they changed the history of the world and gave hope to people everywhere.

As we celebrate the dramatic events that led up to our national birthday on July 4, 1776, every American would do well to go back to the history books and give himself a refresher course on the many important decisions that our Founding Fathers had to make—the decisions that gave us this system of government. Throughout their deliberations, the Founding Fathers held firmly to such basic principles as government by law and the decentralization of government.

With these principles firmly in mind they made the decision that this country would not have a national police force. The primary responsibility for law enforcement was assigned to local agencies. Justice in this nation would be dispensed at the state and local levels, and law enforcement would follow that same pattern.

Over these 199 years we have sometimes strayed from some of the principles that were established by our Founding Fathers. During this century we have seen power gradually shifted to Washington, and it has only been in the last few years that we have started to return to the founding principle that the best government is the government closest to the people.

But even when the advocates of an all-powerful, central government were riding the highest on their dream-filled clouds of fantasy, our system of justice and law enforcement survived in basically its original form. So this challenge remains in your hands. You share a major part of the awesome responsibility of keeping this system alive for future generations of Americans.

For this system to continue to work, every part of it has to be strong and effective. Like a chain, this system is no stronger than its weakest link. As local law enforcement officers, out there on the firing line, you are the first link in that chain. This system of criminal justice is not a static thing. It changes constantly to meet the changing demands of our society. But no matter how much things change, one thing remains the same: When you get to the bottom line, the first responsibility of a criminal justice system is just that, a system to administer justice evenly, fairly, swiftly, and surely.

Dwight D. Eisenhower once made the statement that the ultimate values of mankind are spiritual. These values, he said, include liberty, human dignity, opportunity, equal rights, and justice.[1] Throughout our history we have been reaching to live up to these ideals. We have never totally succeeded, but we have never stopped reaching. Of all these values, probably the most difficult to define, in practical terms and application, is justice.

It is no accident that Justice traditionally is pictured as a pair of scales, ideally in perfect balance. Our toughest job as a society has been to determine, at any given time, just where that balance lies.

We have constantly grappled with the problem of striking a balance between the rights of an individual and the well-being of society as a whole; between our desire to maintain order and our constitutional right to protest wrongs, real or imagined; between a person's right to privacy and the people's rights to be safe and secure in their homes and in the streets of their cities and towns.

Often we find that the scales of justice have become tilted too far in one direction, and we have to take steps to bring them back into balance. Sometimes we overreact and place too heavy a load on the other side of the scales.

Recently I ran across an article in which the writer was saying that one of the most basic civil rights is the right of free and safe movement in the streets, without fear of personal harm. "Before there is a civil right to vote," he added, "there is a civil right not to be lynched—and not to be mugged, robbed, or physically harassed." In that writer's opinion many poor people, and a good portion of the middle class, have lost this civil right during the last ten years. This is not one man's opinion; it is a viewpoint held by many Americans, including many North Carolinians.

Here in this state I know there is concern that government, in too many cases, seems to be too much concerned about the rights of the defendant and too little concerned about the people's rights to feel safe and too little concerned with doing the things that act as a deterrent to crime. There is a bill now before the U.S. Congress that would allow federal prisoners to receive a parole automatically when they are first eligible for it unless the parole authorities can show that they do not deserve parole at that time. In other words, instead of a case having to be made that the prisoner has earned his parole, the burden would fall on the parole authorities to show why he isn't ready to return to society. This is the kind of thinking I am talking about, the kind of thinking that upsets people.

There is the feeling that in too many cases we are turning criminals loose from our prisons long before they have served the sentences that fit the crime and that in so doing, we are defeating one of the primary purposes of imprisonment—to deter others from committing the same crimes. There is a feeling, too, that in many instances the punishment prescribed by law doesn't actually fit the crime, that the penalties are too light for some and too heavy for others. There is the feeling that offenders are leaving our prisons to commit more crimes; that, indeed, rather than rehabilitating inmates to be useful citizens, our prisons have become graduate schools where more advanced forms of crime are taught.

I am sure that some of these feelings are shared by many of you. I am just as certain that many of these feelings are justified. There is always the danger in our society that when people who mean well go too far to solve one problem, more serious problems are created. In our constant efforts to keep the scales of justice in balance, we

have a responsibility always to be on guard against the tendency to go overboard.

Let me give you one example. Our prisons in North Carolina are overcrowded—that is a fact we recognize. It is also a fact that for far too many years, we neglected our prisons; we closed our eyes to the need for more prisons and better prisons, although the need was clearly there. Now there are people who say they have the answer. To relieve overcrowding in the prisons, their solution is simply to release a lot of prisoners whether or not these prisoners have been rehabilitated, whether or not they are ready to go back into society. This is no solution. As one law enforcement official put it: "Are we going to reach the point that every time we put a man in prison, we're going to turn another one loose whether or not he has served his sentence or has earned his parole?"

That question expresses a viewpoint that's shared by people in all parts of our criminal justice system. And it is shared by many other people in North Carolina.

The people of this state now realize that a sound, workable program of prisoner rehabilitation is not only in the best interest of the individual but in the best interest of all of us. We recognize that rehabilitation is the basic purpose of sending a man or woman to prison; but we also know that this form of punishment, and the fear of imprisonment, is one of the basic factors in deterring people from committing a criminal act.

The people of this state recognize that overcrowded, inadequate prisons are breeding grounds for more hardened criminals and for the abuse of inmates by other inmates, especially when the prisoners' hands and minds are not kept occupied with useful activities.

But the people of North Carolina are not willing to relieve overcrowded conditions in our prisons simply by freeing more prisoners. The people of this state are interested in modern, adequate prisons; but they are even more concerned with having a criminal justice system that functions as a true deterrent to crime and, in my opinion, rightfully so. The people recognize, and I recognize, that our constitution states that there is a place for the commutation of sentences by the governor. But I am constantly amazed by the amount of mail that crosses my desk asking for the early release of inmates. I recently had a request to commute the sentence of a young man who had served less than two years of a thirty-year sentence so that he would be eligible for parole.

But the fact is that the policy of this state, as set forth in the law, is that one fourth of a sentence has to be served before an inmate is eligible to be considered for parole; and I have no intention of violating the spirit of that law.

This administration is concerned that North Carolina have a criminal justice system that is effective and enlightened, that merits and earns the confidence of the people, that fulfills our nation's highest values and helps to preserve the system of government that our Founding Fathers built for us.

We have recognized the need for the state to help cities and counties attract and retain high caliber law enforcement officers by insuring that our officers receive adequate minimum salaries. The 1973 Law Enforcement Officers' Minimum Salary Act[2] met that need.

We have recognized the need for our state to have a comprehensive facility to provide high quality, uniform training for our law enforcement officers, and the new Criminal Justice Training Academy is filling that need. I might add that when the Governor's Law and Order Committee provided the basic funding to establish this academy, it was done with the primary objective of providing this training to our local law enforcement officers, as well as to State Bureau of Investigation agents and corrections officers; and as far as I am concerned, that is the way it should stay. This administration also recognized and met the need to restore public confidence in our Paroles Commission. We saw, too, the need to expand the size of the commission to improve its ability to give full, prompt attention to every case; and this, too, has been accomplished.

To have the kind of criminal justice system that the people want and deserve, we recognize that we also have a responsibility to be constantly alert for flaws in our criminal laws and for improvements that can be made so that these laws will better serve the cause of justice. Now before our General Assembly are proposals that will increase the punishment for such crimes as taking indecent liberties with children;[3] for taking a person hostage;[4] and for resisting arrest.[5] There is another bill to assure that a prisoner who escapes will have to serve additional time for this additional offense.[6] All of these measures are attempts to face up to problems that exist today, to provide a true deterrent for crimes that are happening far too frequently in North Carolina. They deserve your support.

I am convinced, too, that the people's confidence in our courts will never be complete until we close those prayer for judgment

loopholes that so often seem to be primarily available to people who have position, prestige, or money. One of the basic needs in overcoming the lack of confidence in our criminal justice system is to assure that a defendant's case will be brought to trial without unnecessary delay. In some cases we may be able to solve this problem by providing more judges and more assistants for solicitors. In other instances it may require fixing a definite time limit from the date of the indictment or warrant to the date the case goes to trial, and making sure that court officials stay within that limit. But this is an area that definitely deserves our attention.

All of us share a responsibility, too, to look closely at this country today and to determine why it is that we have so much crime, why it is that so many people live in fear and actual danger, and why it is that we can't seem to keep a handle on this problem.

The current issue of a national magazine contains an article by Pat Buchanan[7] in which he examines the question of gun control. Wrote Mr. Buchanan, and I quote:

> Those millions of handgun purchases each year represent millions of votes of no confidence by the American people in the criminal justice system of the United States. They are more an effect than a cause of crime. The massive inventory of private weapons is a mountain of testimony to government's utter failure to protect the life, home and property of the average citizen.[8]

Mr. Buchanan said there are a variety of reasons why Americans oppose gun controls. One of them, he said, is the source of the proposals. Invariably, he said, the people who speak out the strongest for gun control are the very people who protest the loudest when proposals are made to provide harsher penalties for the armed criminals who use these weapons.

The result of all this, he said, is that we have millions of rational but frightened Americans who have concluded, with justification, that their government cannot protect them, and therefore they have to buy guns to protect themselves. For all of us in government and in law enforcement, this is the challenge we face today. It is a difficult challenge, but it is one that I am certain that we will meet. If you didn't like challenges, you never would have gone into this kind of work. If you were looking for an easy road, you wouldn't be here this evening.

I have confidence in our law enforcement agencies. They are, and will continue to be, one of the strongest links in this chain that is our criminal justice system. This administration is going to keep working with you in every way possible to build an atmosphere in

which the people of North Carolina can feel safe and free from fear and in which justice is truly served. Let me express this evening, for the people of North Carolina, our appreciation for your help to us.

[1]Attempts to find the source of this statement were fruitless.

[2]"An Act to Appropriate Funds to Supplement Salaries of Law Enforcement Officers," *N.C. Session Laws, 1973, First Session*, c. 766, provided for "an appropriation to supplement salaries of law enforcement personnel in order that law enforcement personnel receive salaries at least equal to the minimum salaries set out herein until October 1, 1975, and the supplement to be the difference between the individual gross salaries of law enforcement personnel as of January 1, 1973, and minimum salaries set out in this act." Salaries were itemized, varying according to the size of the community and responsibility of positions. In Chapter 767, "An Act Appropriating Funds to the Criminal Justice Training and Standards Council for Implementation and Administration of the Law Enforcement Officers' Minimum Salary Act," appropriated $2 million for the fiscal year beginning July 1, 1973. Both bills were ratified May 23, 1973. Chapter 766 was to become effective October 1 of that year.

[3]*N.C. Session Laws, 1975, First Session*, c. 779, "An Act to Amend G.S. 14-202.1 to Delete the Requirement of Intent to Commit an Unnatural Sex Act for the Crime of Taking Indecent Liberties with Children and to Increase the Punishment," was ratified June 24, 1975, to become effective October 1, 1975; the crime was classified as a felony, punishable by a fine or imprisonment of not more than ten years, or both.

[4]*N.C. Session Laws, 1975, First Session*, c. 843, "An Act to Rewrite the Law Relating to Kidnapping," rewrote G.S. 14-39; it provided that a person was guilty of kidnapping if confinement or restraint was for the purpose of holding a person for ransom or as a hostage, etc. The act was ratified June 25, to become effective July 1, 1975, and was made applicable to offenses committed after the effective date.

[5]S.B. 302 provided for an amendment to G.S. 14-223 whereby the punishment for resisting arrest would be increased from six months to two years. It passed the Senate but received an unfavorable report from the Committee on Judiciary No. I in the House of Representatives. *N.C. Senate Journal, 1975, First Session*, 145, 154, 177, 183; *N.C. House Journal, 1975, First Session*, 310, 352.

[6]*N.C. Session Laws, 1975, First Session*, c. 170, "An Act to Amend G.S. 148-45 Concerning Imposition of Sentences upon Conviction of Inmates for Escape Violations," amended G.S. 148-45(e) to provide that sentences imposed under this statute were to run concurrently with all former sentences remaining to be served unless the judge specifically ordered otherwise. The bill was ratified and became effective April 24, 1975. Governor Holshouser's statement indicates that the matter was pending at the time of this address, but there is no record of legislative action on the subject after ratification of Chapter 170.

[7]Patrick Joseph Buchanan (1938-), native of Washington, D.C.; A.B., Georgetown University; M.S. in journalism, Columbia; associated with St. Louis *Globe Democrat*, 1962-1966; executive assistant and later special assistant to Pres. Richard M. Nixon, 1966-1973; consultant to Presidents Nixon and Ford, 1973-1974; columnist since 1975. *Who's Who in America, 1976-1977*, I, 431.

[8]Patrick Buchanan, "Why America Is Becoming An Armed Camp," *TV Guide* (May 10, 1975), A-3.

STATEMENT AT NEWS CONFERENCE ON DISASTER PLAN

RALEIGH, MAY 14, 1975

[Provisions with regard to the new disaster plan were announced at a news conference held in the Administration Building.]

From time to time, we have seen hurricanes, tornadoes, and floods hit North Carolina with devastating effect. Thanks to various federal disaster assistance programs, we have recovered a significant part of our losses from these natural disasters. These programs have helped rebuild roads, businesses, and homes. They have provided compensation for farmers who've suffered crop losses.

Last year the Congress added a new provision to the Federal Disaster Assistance Act.[1] It's designed to help families recover expenses that could not be met under any other provisions of federal or state law. Like most disaster relief programs, the new Individual and Family Grant Program requires cooperation between the federal and state governments. One requirement is that the state develop a plan to administer the program.

Through several months of work by our Division of Civil Preparedness in the Department of Military and Veterans Affairs, with the cooperation of our Department of Human Resources, this plan has been developed. It has received my approval and will now be sent to the Federal Disaster Assistance Administration.

The Individual and Family Grant Program provides for help of up to $5,000 for families or individuals to meet disaster-related expenses. Under the federal statute, funding of these grants is 75 percent federal funds and 25 percent state funds. Our plan provides the state's share will be paid from the Contingency and Emergency Fund. We believe that this source of funds will be adequate. But if it is not, there is a provision in the law allowing the state to obtain an advance from the federal government.

For families in an area to be eligible for participation in the program, the following criteria must be met: first, the area must be declared a major disaster area by the president; second, the disaster within that area must have occurred within the period spelled out in the presidential declaration; third, after the presidential declaration has been made, the governor must request that the Individual and Family Grant Program be implemented, and this request must be approved by the regional director of the Federal Di-

saster Assistance Administration—in our case, Region IV in Atlanta; and fourth, the individual or family who applies for the grant must show that there is a disaster-related necessary expense or serious need which cannot be met through other available government programs, insurance, or any other means, such as the American Red Cross. Under our plan, the Civil Preparedness Division has been designated as the agency responsible for overall coordination of the program.

We also are proposing that the Division of Social Services be responsible for processing the applications for grants through staff personnel of the county social services departments in the counties affected by a particular disaster. The social services personnel will take the applications, investigate, and maintain a file on each applicant, certify eligibility, and recommend to the Division of Civil Preparedness the eligible amount of the grant for recipients. It will handle appeals through normal Social Services appeal procedures and check for misapplication of grant funds. Our Division of Social Services has indicated that the county social services departments can take on this additional responsibility by using staff personnel during their normal work hours.

For this to be done, however, the federal Social and Rehabilitative Services Division will have to waive certain cost accounting requirements for Social Services staff time in event of disaster. This results from the fact that the enabling legislation for the Individual and Family Grant Program specifies that state administrative expense may not exceed 3 percent of the total federal grant, while administrative costs for other social services programs average from 6 to 10 percent. Therefore, I have directed Secretary of Human Resources David Flaherty[2] to make immediately a formal request for waiver of these cost-accounting requirements. This request will go to the SRS Regional Office at the same time our administrative plan for this program is submitted to the regional office of the Federal Disaster Assistance Administration. If any difficulties are encountered in getting this approval, or if a major disaster strikes North Carolina before it is approved, I will request immediate action approving the waiver by the appropriate authorities in Washington.

The new federal law also changed some of the legal procedure for obtaining federal funds. We have now completed the drafting of legislation to amend our state disaster law, bringing it into full harmony with the new federal law.[3] It will also assure that our legal

standing to apply for federal funding is protected. We expect this legislation to be introduced in the next few days.

We never know when or where a disaster is going to strike. The Individual and Family Grant Program provides another element of relief for North Carolinians who may find themselves needing help after a tornado, a hurricane, or some other type of disaster has come their way.

[1]Pub. Law 93-288, "An Act Entitled the 'Disaster Relief Act Amendments of 1974,'" was enacted into law May 22, 1974. The act streamlined federal relief programs under the Disaster Relief Act of 1970, providing aid to states, individuals, and communities struck by disasters. Under the law the president of the United States was authorized to distinguish between emergencies, which would qualify for supplementary federal aid, and major disasters, for which federal disaster assistance would be used. One section, the provisions of which were made retroactive to April 20, 1973, provided for benefits to victims of April 4 tornadoes in the form of special aid of up to $5,000 for families who suffered at that time. The act further provided that the federal share of grants would be 75 percent on condition the state would pay 25 percent; however, the president was authorized to advance the 25 percent to states unable to provide their share at the time. The states would repay the loan when able to do so. See *Congressional Quarterly Weekly Report*, XXXII (December 28, 1974), 3425, for a discussion of the act.

[2]For identification, see page 68.

[3]"An Act to Amend Chapter 166 of the General Statutes Relating to Civil Preparedness of Natural and Manmade Disasters," *N.C. Session Laws, 1975, First Session*, c. 734, among other things rewrote 166-1.1, and added several sections to G.S. 166. It was effective upon ratification, June 24, 1975.

SEMINAR FOR PETROLEUM INDUSTRY

HOUSTON, TEXAS, MAY 28, 1975

[The seminar was sponsored by the Coastal Plains Regional Commission.]

Distinguished leaders of the petroleum industry, it is indeed an honor and a pleasure to be with you today. Governor Busbee,[1] Governor Edwards,[2] the Coastal Plains Regional Commission, and I are grateful that you are here, and we sincerely hope that you will learn something today that will have real meaning for the future of your industry.

Some years ago, a predecessor of mine, Gov. Terry Sanford,[3] led an industry-hunting mission to the Ohio Valley. When this group arrived in Indianapolis, they were greeted with a headline in a local newspaper proclaiming: "Terry and His Pirates Have Come to Raid the Good Industries in Indiana." I want to assure each of you, and particularly the members of the press, that we aren't here on any kind of raid. Rather, we are here to point out the advantages of

our three states for the location of *expansion* facilities for this nation's great petroleum industry.

We recall a number of occasions in the past when industry-hunting missions from the Gulf Coast area have come to our states seeking expansions of our textile, furniture, tobacco processing, and food processing industries. We have found that as companies domiciled in our states have expanded outside our region to serve their markets better, these companies have invariably grown stronger financially and have become even better corporate citizens for our own states. So, gentlemen, let me reemphasize that this is not a raid but is, instead, a unique joint venture effort by three very progressive southeastern states to offer a hand of friendship and welcome to a very vital industry.

Let me tell you about another activity that is going on in North Carolina at the present time. Within our Department of Natural and Economic Resources, which is responsible for both the protection of our state's environment and the promotion of industrial development in North Carolina, a team of environmentalists and economic developers is working to identify specific sites for the oil refining industry. As of right now there are more than a dozen industrial sites which we are able to show to prospects, sites which have been selected by environmentalists and economic developers working side by side.

In other words, we are trying to do our homework *before* you come to North Carolina looking for a refinery location. I am sure that you can appreciate the advantage of announcing a refinery on a site which already has been selected for you by environmentalists who are well regarded and which can meet your specific requirements. We are also familiar with the capabilities for the location of an offshore terminal system off the coast of North Carolina. For a facility of this type, we can recommend several sites ranging from approximately 15 miles to 40 miles offshore.

I don't want to sound presumptuous, but I do want to emphasize the fact that the professionals in our Department of Natural and Economic Resources can handle your refinery siting and offshore port location needs. We believe our approach to siting and offshore location is a unique way to solve most of the problems *beforehand* rather than waiting and trying to solve them after the announcement has been made.

When you are ready to consider expansion, we will be ready to talk turkey with you about how we can fill your needs. We hope that you will visit us and take a hard, close look at what we have to

offer. Thank you again for the interest that you have shown in coming here today.

[1]George Dekle Busbee (1927-), native of Vienna, Georgia; B.B.A., LL.B., University of Georgia; USNR, World War II; lawyer, member Georgia House of Representatives, 1954-1974; elected governor of Georgia, 1974, for term January, 1975-1979. *Who's Who in America, 1976-1977*, I, 462; *Information Please Almanac, 1976*, 563.

[2]James Burrows Edwards (1927-), native of Florida; B.S., College of Charleston; D.M.D., University of Louisville; dentist specializing in oral surgery; U.S. Maritime Service, 1944-1947; lieutenant, Dental Corps, USNR, 1955-1957; leader in professional associations; elected governor of South Carolina, 1974, for term January, 1975-1979. *Who's Who in America, 1976-1977*, I, 896; *Information Please Almanac*, 563.

[3]Terry Sanford (1917-), native of Laurinburg; A.B., J.D., University of North Carolina at Chapel Hill; World War II veteran; on staff of Institute of Government; special FBI agent; governor, 1961-1965; practicing lawyer; president of Duke since 1969. *Who's Who in America, 1974-1975*, II, 2694.

STATEWIDE SAFETY CONFERENCE

CHARLOTTE, MAY 29, 1975

[The forty-fifth annual Statewide Safety Conference, sponsored by the North Carolina Industrial Commission, was held at the Sheraton Center in Charlotte.]

In the past few years we have talked a lot about the kind of future that we want to build for North Carolina. We've talked particularly about the need for "balanced growth," the kind of growth and economic development that will best serve the people of this state. Invariably, any discussion of this sort has to include consideration of the kind of industry that will make the greatest contributions to our state in reaching these goals.

We talk about "quality industry." We talk about "good corporate citizens." But what exactly do we mean when we use these terms?

We mean a lot of things. When we talk about a good corporate citizen, we talk about a company that pays good wages and salaries to its people, that offers its employees training programs to enhance their skills and improve their ability to advance, that offers them the opportunity to build lasting careers. We talk about industry that cares about the community in which it is located and that contributes to all the things that go into making a good community. We talk about industry that cares about protecting the environment, that goes the extra mile to avoid fouling our air or polluting

our rivers and streams. To sum it all up, a good corporate citizen is a company that cares, that has a conscience and a heart.

Measured by that yardstick, no corporation can truly make a claim to being a good citizen unless it has concern for the safety of the people who work in its plants, its factories, or its shops. Along with all those other things, a quality industry is one that is safety conscious.

In North Carolina we are blessed with many companies of all sizes, all across our state, that measure up to this definition in every way. And one way that they measure up best is in their dedication to maintaining constantly the highest possible standards of safety.

I notice that one of your speakers today is Mr. James Piet,[1] manager of the DuPont Plant in Kinston. It was my pleasure some months ago to participate in a ceremony honoring the officials and employees of that plant for setting a world safety record, a record that has grown to more than 54 million man-hours without a lost-time accident.

After I leave here I am going over to Monroe to help break ground for a major addition to the Teledyne Allvac facility there. This is a company that is obviously on the move, but one of the things they're the proudest of at the Monroe facility is the fact that they have recently won safety awards for three years in a row.

And these aren't isolated cases. In North Carolina we have a lot of companies that care about the safety and well-being of the people who work in or visit their facilities, companies that have worked hard to build impressive safety records. Your very presence here today demonstrates the fact that your companies really care about the job they do in this all-important area of safety.

Another thing we have talked about a lot, because it is so extremely important, is the value of having a true partnership in North Carolina—a partnership between the public and private sectors, between our business community and our state and local governments. We have seen this partnership pay off in many ways. Two years ago the business community of North Carolina contributed the money and the expert manpower to conduct a major efficiency study of state government, an effort that has shown us hundreds of ways that we can do a better job of serving the people of this state at considerably less cost to the taxpayers. In recent months our state government has been able to implement several important training programs to provide new opportunities for unemployed North Carolinians, thanks in large measure to the spirit of cooperation shown by some of our industries.

But partnership between government and the industrial-business community in North Carolina isn't anything new. One of the best examples of this cooperation can be found right here in this room, an example of partnership between government and business that has gone on for several decades. In fact, it was almost forty-five years ago, on November 5, 1930, that the first North Carolina Industrial Safety Conference was held. That makes this conference the oldest one of its kind in the South and one of the oldest in the nation. It's also one of the biggest, with some 1,000 industry representatives attending every year. The conference has been sponsored annually by the Safety Division of our North Carolina Industrial Commission as one way of fulfilling its responsibilities under the Workmen's Compensation Act.

Over the years the Industrial Commission and the business community of North Carolina have worked together in a true spirit of partnership. Together, you have built one of the best, if not *the* best, safety programs in this country. That's not just my opinion but the opinion of impartial outsiders whose business it is to know about such things. And it is backed up by solid facts and figures.

Let me give you just one example of the kind of program we have. In North Carolina, knit goods manufacturers pay an annual workmen's compensation insurance rate of 52 cents per $100 of payroll. In South Carolina the comparable rate for the same industry is 80 cents per $100, while in Florida the rate is 84 cents per $100. But despite the lower cost of this insurance in North Carolina, our weekly maximum benefit payable to an injured knit-goods worker is higher than that in South Carolina and on a par with that in Florida.

Just the other day our Department of Labor released figures which showed that our job safety record continues to improve. In 1973 the rate of reported job-related injuries and illnesses in North Carolina was almost 6 percent lower than in 1972 and almost 14 percent below the national average. This progress is a tribute to many people. It's a tribute, first of all, to our businesses and industries in North Carolina, to the many good corporate citizens we have in this state. And it is a tribute, too, to the dedicated personnel of our Industrial Commission and, in particular, its Safety Division.

You know, you can even find mention of "safety" in the Bible. The Book of Proverbs contains this passage: "In the multitude of counsellors there is safety."[2] The Safety Division doesn't have a "multitude" of counselors, but it has a few who have played a major role in making "Safety First" a byword in many plants, offices,

and shops throughout our state. I'm talking about people like Mr. H. S. Baucom[3]—most of you know him as "Shine"—who headed the Safety Division for forty-one years before his retirement about a year ago, and his successor, Bob Adams.[4] I'm talking about men like Lloyd Vaughan,[5] Arnold Howe,[6] and Boyd Lane,[7] men who travel all over the state, teaching and preaching safety. These people have done an outstanding job. They have helped more and more workers to become conscious of the need to develop and demonstrate attitudes and habits that will encourage their fellow workers to be concerned for their own safety and the safety of others.

Through various courses, bulletins, and other programs, the Safety Division has carried out its mission for the benefit of hundreds of companies and thousands of workers. But the job is far from finished. During the 1973-1974 fiscal year, approximately 217,000 claims were reported to the Industrial Commission. During that same year the commission authorized the payment of some $30 million in compensation benefits. Safety experts say the true cost of accidents is four times this much, meaning that work accidents during that one year actually cost the North Carolina economy some $120 million. And that doesn't account for "costs" you can't put a dollar figure on, the human suffering and heartbreak that resulted from many of these accidents.

As Bob Adams says, this is a price we can't afford to pay. These figures show us that we can't let up for one minute in our efforts to make safety on the job truly meaningful for every working man and woman in North Carolina. You want to do your part, or you wouldn't be here. You have my congratulations for all you are doing and my best wishes for continued success as you work toward that greatest of goals—a perfect safety record.

[1]James V. Piet (1927-), native of Michigan; bachelor of chemical engineering, University of Detroit; World War II veteran; joined DuPont in 1951 as a student engineer, rising in company, with positions in North Carolina, Tennessee, and South Carolina; plant manager at Kinston since January, 1973. James V. Piet to Memory F. Mitchell, October 28, 1975.

[2]This quotation is actually found in two places in Proverbs. In Proverbs 24:6 are the words: ". . . and in multitude of counsellors there is safety." In Proverbs 11:14 is the statement, "Where no counsel is, the people fall: but in the multitude of counsellors there is safety."

[3]H. S. Baucom (1906-), native of Union County; educated, Appalachian State University; graduate work, University of North Carolina at Chapel Hill; former high school teacher and coach; World War II veteran; safety director, North Carolina Industrial Commission prior to retirement; various posts in organizations such as National Safety Council.

Information furnished by Robert K. Adams II to Memory F. Mitchell, October 28, 1975; Motor Vehicles information.

[4]Robert Kitwell Adams II (1944-), native of Virginia; undergraduate work at East Carolina and graduate work at North Carolina State and Louisiana State universities; former high school teacher and field director with Red Cross; U.S. Air Force veteran, Vietnam War; director of safety, North Carolina Industrial Commission. Robert K. Adams II to Memory F. Mitchell, October 28, 1975; Motor Vehicles information.

[5]William E. (Lloyd) Vaughan, native of Winston-Salem; graduate of Emory; former safety director with Brenner Industries; safety representative with North Carolina Industrial Commission since 1974. Information from Robert K. Adams II to Memory F. Mitchell, October 28, 1975.

[6]Arnold L. Howe (1936-), native of New Hampshire; safety instructor with U.S. Air Force for seventeen years; safety representative, North Carolina Industrial Commission, for several years. Information from Robert K. Adams II to Memory F. Mitchell, October 28, 1975; Motor Vehicles information.

[7]Boyd B. Lane (1935-), native of Rutherford County; graduate of Isothermal Community College; former employee of PPG Industries; safety representative, North Carolina Industrial Commission, for several years. Information from Robert K. Adams II to Memory F. Mitchell, October 28, 1975; Motor Vehicles information.

CEREMONY DESIGNATING STATE CAPITOL AS NATIONAL HISTORIC LANDMARK

RALEIGH, JUNE 2, 1975

[The Department of Cultural Resources and the 1975 General Assembly joined the United States Department of Interior, National Park Service, in a presentation ceremony at which time the State Capitol of North Carolina was designated a National Historic Landmark. Douglas P. Wheeler, deputy secretary of the Department of Interior, presented a certificate of registry and unveiled a plaque, accepted by Governor Holshouser. Lt. Gov. James B. Hunt, Jr., presided; Mrs. Grace J. Rohrer, secretary of the Department of Cultural Resources, introduced Wheeler; and House Speaker James C. Green gave a brief history of the Capitol. The original State House, built between 1792 and 1796 and enlarged in 1820-1824, was burned in 1831. A new capitol was built after authorization of the General Assembly of 1832-1833. It was completed in 1840, and it was this building which received the national recognition.]

It's a pleasure to accept this certificate of registry on behalf of the people of North Carolina. This great building has always had a special place in the hearts of North Carolinians. We treasure it; we respect it. But we also know and are proud that it is admired by so many other people outside our state.

Today it is particularly gratifying to all of us to receive this acknowledgment of our Capitol's national significance and its



On June 2, 1975, Douglas P. Wheeler, deputy secretary, Department of the Interior, Washington, D.C., presented a plaque to Governor Holshouser designating the State Capitol a National Historic Landmark. Lieutenant Governor Hunt can be seen in the speaker's chair, upper right.

lasting value to all the people of our country. Much of the history of our state, the making of North Carolina as we know it today, has taken place within these stone walls. Its halls echo with the hundreds of historical moments that have occurred here, with the voices of the thousands of people who have had a part in making this history.

For many years, this building was *the* seat of government in North Carolina. It housed our General Assembly; our supreme court; the office of the governor and other officials in the executive branch of government. More recently, as our state has grown larger and the demands of government in modern society have become more complex, we have seen our state government grow and expand. One by one, our supreme court, our legislature, our governor's office, and some of the other major offices have had to move on to quarters more suitable to the needs and demands of the time.

But our Capitol remains a great source of pride, a symbol of our way of government. It is kind of a reference point for us, a bridge connecting us with our past and pointing our way toward the

future. It's a stimulus to our patriotic inclinations. It's a reminder of good times and not-so-good times. This ceremony today also is a symbol and a reminder of the importance of preserving buildings like this, buildings of historical value and significance, buildings that help our knowledge and understanding of our heritage.

In addition to the Capitol, we have nearly two dozen National Historic Landmarks in North Carolina. They range from the Hayes Plantation and the Palmer-Marsh House on our coast, to the Playmakers Theater and the Fayetteville Market House near the middle of the state, to Connemara and Reed Gold Mine farther west.

Another related program, the National Register of Historic Places, is a roll call of other tangible reminders of the history of our country. This list is kept by the secretary of interior to identify properties worthy of preservation for their significance to American history, architecture, archaeology, and culture. Nearly 400 buildings and places in North Carolina have been carefully documented and placed on this register, giving them a measure of protection against destruction or damage by construction projects using federal or state funds.

On the state level we are making an inventory of historic places, a master list from which historically significant or endangered properties are chosen for placing on the National Register or for restoration. This list has some 8,000 entries to date. Today, approximately 100 properties throughout North Carolina are in various stages of restoration. This work is being carried on by the state with encouragement and assistance from the National Park Service, various private foundations, local government, and historical organizations.

The exterior renovation of this building has been completed and the interior work is expected to begin this summer. When this work is completed in 1976 the Capitol will reflect even more authentically the character of this building in the middle 1800s. The legislative chambers and examples of the small legislative office space will be restored as nearly as possible to their early appearances. The Cabinet of Minerals, originally located on the east side of the third floor, also will be restored. Interpretative exhibits, an audiovisual program, and expanded tour services will be added to enhance the enjoyment of visitors to the building.

The Capitol will be part of a system of twenty-one state historic sites, all open to the public. The authentic preservation of these

sites, a program officially begun in 1955, is tedious, time-consuming, and expensive. Operating expenses also are high. Economic realities dictate that the state and federal governments can save and maintain only a select few sites. But there is a rich heritage in North Carolina, and if we are to preserve the tangible reminders of our past for future generations, there has to be a cooperative effort involving individuals, private organizations, industry, commercial groups, and local governments.

We are happy with what has happened and is happening to our Capitol. We take pride in the number of valuable properties all over North Carolina which are being preserved or restored through the Division of Archives and History in our Department of Cultural Resources. Unfortunately, we have failed at times to save valuable reminders of our history. Unless we are careful, these failures could be repeated. For example, in 1933, the federal government listed 1,500 major historical buildings in the United States. Since then, almost half of these buildings have been torn down. Some of them were in North Carolina.

This ceremony today is an appropriate time to rededicate ourselves to the preservation of our historical buildings and places, to call attention to them as touchstones of our society and as important tools for the education of our people for years to come. Let our Capitol be a symbol of our dedication to saving what is important of our past as we move North Carolina forward to an even brighter future.

SUMMARY OF SPEECH AT FUQUAY-VARINA HIGH SCHOOL GRADUATION

FUQUAY-VARINA, JUNE 6, 1975

[Seldom if ever did Governor Holshouser speak at high school graduation ceremonies, but he made an exception in this instance because of the special invitation he received. The students sent a scrapbook of poems, drawings, and the like from the Holshouser Fan Club. One poem was about the governor and another gave reasons why he should participate in the graduation.]

Governor Holshouser told the graduates that this was "a night to pause and reflect on what you are going to be doing with the rest of your lives." He challenged them to do their best, not only for themselves but for their country. The nation was built by people with

drive, initiative, and imagination; and the governor expressed the opinion that this class was made up of that kind of people. The graduates were lucky to have been born in America and in North Carolina; they were also lucky to have grown up in a town like Fuquay-Varina, to have had parents and teachers who cared enough to give them quality education. He urged the students to "repay what this community and this state have given you by giving us the benefit of your talents, your abilities, and your education." He hoped they would also use some of their talents and abilities for the benefit of others. In conclusion, Governor Holshouser challenged the graduating class "to dream that impossible dream and then make that dream come true."

SUMMARY OF CHAIRMAN'S REPORT TO SOUTHERN REGIONAL EDUCATION BOARD

BOCA RATON, FLORIDA, JUNE 16, 1975

[Governor Holshouser ended his one-year term as SREB chairman during this meeting.]

The recession had affected state governments in general and had had an impact on higher education, Governor Holshouser told the Southern Regional Education Board in his opening sentences. The booming sixties were over; the seventies were a time "of reevaluation and some retrenchment." The governor referred to the "recent report of the Carnegie Foundation for the Advancement of Teaching[1]. . . [which] warns us not to find comfort in the slight upturns in enrollment we have seen in this academic year." Some young people were returning to college because of the bleak job market; but by 1980, enrollment growth was expected to be minimal.

Higher education would continue to remain the responsibility of the states; they would have to decide how to organize and manage the programs. The governor briefly reviewed North Carolina's new system with the state-supported institutions being under a single Board of Governors. Budgeting and planning, he noted, were on a statewide, systemwide basis; but unresolved questions remained concerning the role of the executive and legislative branches in these areas. Some states were asking whether there should be a single agency to plan for community colleges, technical institutes, colleges, and universities. Argument could be advanced in favor of and in opposition to the single planning agency concept.

The well-being of private institutions of higher learning also needed to be considered. What kind and how much state aid should be given? Should aid come from the federal government?

Holshouser observed that the interstate organization functioning in the South was helping solve the questions the several states shared. "Organizations like SREB give us a context free from provincial perspectives, a context within which people of different views can examine and debate the choices before us." Mutual confidence, respect, and goodwill had resulted from the cooperative spirit which existed in the organization. The governor urged that this spirit be kept "alive and strong."

[1]*More than Survival: Prospects for Higher Education in a Period of Uncertainty* (San Francisco, Washington, London: Jossey-Bass Publishers, 1975). On the title page this 166-page publication is called "A commentary with recommendations by the Carnegie Foundation for the Advancement of Teaching."

NORTH CAROLINA VETERANS OF FOREIGN WARS

GREENSBORO, JUNE 27, 1975

NORTH CAROLINA AMERICAN LEGION AND AUXILIARY

WINSTON-SALEM, JUNE 27, 1975

[Speaking to the North Carolina Veterans of Foreign Wars and the North Carolina American Legion and Auxiliary on the same date, the governor gave almost identical speeches. The Veterans of Foreign Wars met at the Hilton Inn and the American Legion group held its convention at the Benton Convention Center.]

I'm proud to be with you today. I'm proud to be with you because I am proud *of* you and all you have meant to this country of ours.

You are special people, people who have had the privilege and the honor of serving the greatest nation on earth as members of the armed forces of the United States. From one corner of the world to the other, you have taken the causes of freedom, liberty, justice, and humanity—the principles on which this nation was founded almost 200 years ago.

But your service to America and her principles did not end when you laid down your arms or when you retired your uniforms. As members of this great organization you have continued to serve your country. As members of this organization you have given your allegiance to a set of principles that are based in the highest traditions of this country. You have given your time and your talents to activities and projects that are in the true spirit of Americanism.

You have helped keep alive in the American conscience an awareness and appreciation of the great debt that this country, and much of the world, owes to our veterans and to the families and loved ones of those who did not come home from the field of battle. Your organization has been in the front line of helping the American people gain a greater understanding of the significance and meaning of some of our most important national holidays.

But of all the services performed by our veterans' organizations, one stands above the rest, and that is the major role that you have played in keeping this country on the course that our Founding Fathers charted some 200 years ago. When other Americans have faltered in their faith in this country, you have been a powerful voice and a mighty force in renewing our faith and strengthening our will.

[The following two paragraphs were given at the American Legion speech in Winston-Salem only.]

If our country and our system of government is to survive, it is crucial that the young people of America understand what this system of ours is all about and how it works.

I know firsthand the outstanding role that the Boys' State and Girls' State programs have played in giving high school student leaders the opportunity to learn about American democracy. It has been my pleasure for the last several months to speak to these outstanding young people; and I have always been impressed by their enthusiasm, interest, and grasp of government.

I have sometimes asked myself why our veterans have a deeper commitment to our American ideals and our way of life than many of our people. I think the answers are obvious. The Bible says, "Greater love hath no man than this, that a man lay down his life for his friends."[1] Many of you have taken that risk and lived to tell about it. Some of you have seen friends lay down their lives for you. But as servicemen and women who have followed the Stars and Stripes into battle, you have been willing to sacrifice your lives, not

just for your friends but for a cause that is even greater than friendship.

You appreciate America because you have seen for yourselves the tyranny of our enemies. You have seen for yourselves the desperation and emptiness in the lives of people who have never known what it is to live in a free society. You have seen the hopes and dreams of people in other countries who are willing to fight and to die to gain just *some* of the freedom and prosperity that so many Americans take for granted.

You have learned firsthand that our freedom and our way of life can't be taken for granted. More than most Americans, you know that the price of freedom *is* eternal vigilance and that there are powerful and envious enemies that would destroy America at the first opportunity if there is any lessening of our will or the slightest pause in our eternal vigilance.

Having served in the uniform of our country, you know, too, that you are heirs to a great tradition, the tradition of the Minute Men and George Washington, the tradition that moved John Adams to write: ". . . swim or sink, live or die, survive or perish with my country—that is my unalterable determination."[2]

Throughout our history, we have had people—the skeptics, the cynics, and the softies—who have scoffed at John Adams and all the other American patriots. We have always had Americans who were willing to throw in the towel, to retreat into the shell of isolationism, at the slightest hint of trouble or danger or even inconvenience to their personal lives. But there have also always been Americans, the majority of Americans, who were willing to speak up, stand up, and fight for our American system, no matter how great the risk or how high the price.

It's been a continuing struggle, but the rewards have been great. Nowhere in the annals of history do we find a country that has provided more freedom for the individual. Nowhere has there been a country that provided a greater opportunity for its people to go as far or as high as their talents would take them. Nowhere else on earth has there been a society that has given its people a better quality of life.

The greatness of this country didn't come without errors, without ups and downs, without times of stress. Our greatness came and has remained because our people believed in the principles established by our Founding Fathers, because our people were willing to sacrifice and rally behind the United States when the going got rough.

Throughout our history we have been challenged by our enemies on the outside, and we have faced even greater challenges from within. We have been challenged by those who would change the magic formula that has made this country great and turn us into another socialist state where lack of an incentive system eats away at the lifeblood of a nation. We have been challenged by those who have ignored and disregarded our Constitution's guaranteed protections against a big, powerful, central government. We have been challenged by those who believe that Big Brother knows what is best for the people and by those who think all the internal problems of our country can be solved simply by throwing money at them. We have been challenged by those who would cripple our national defense at this crucial time in history in the name of economy.

But once again we see the American people rising to the challenges. For the first time in more than forty years we are winning the battle to bring responsibility back to state and local governments and to halt the concentration of power in Washington.

We have heard our president, in his first message to Congress, warn that "a government big enough to give you everything you want is a government big enough to take from you everything you have."[3] And we are seeing a president and a growing number of congressmen who have the courage to say "no" to popular spending programs that may not be in the best interests of this country's economy.

We are finally seeing the people in Washington recognize that one of the causes of our economic problems today is federal regulation of private business. They are making a real effort to remove some of these unnecessary obstacles to our free enterprise system. We are seeing that despite Vietnam, our nation will remain the *number-one* force in bringing peace to troubled areas of the world.

And we have seen, and we have cheered, a president who got tired of seeing the United States being kicked around by a third-rate power, who stood up and said "we've had enough" when the Cambodians thumbed their noses at us and tried to take our ship. That one incident, the recapture of the *Mayaguez,*[4] had a magical effect on the American people.

Today, as we approach the anniversary of our nation's two-hundredth birth, you can feel in the air the renewal of hope and pride that comes with being an American. You can sense among the people a renewed feeling that the American system can survive any crisis, a feeling that we are emerging from one of our darkest

hours and are on the move again. Throughout our land, we are hearing those patriotic songs being sung again as Americans celebrate the bicentennial. We are learning and relearning what the American Revolution was all about and what it means to us today. But more important than that, the bicentennial is an opportunity for a national rebirth, a time for renewing our faith in America and rededicating ourselves to the ideals on which this country was founded and which have stood the test of time.

For you, no such rededication is necessary. You and many others fought the dirty wars and kept the fragile peace. Your organization and the other veterans' groups have kept alive the flame of patriotism all through the years. It's because of people like you that we're going to be around to celebrate our two-hundredth birthday.

William Tyler Page[5] said it for all of us when he said:

I believe in the United States of America as a Government of the people, by the people, for the people; whose just powers are derived from the consent of the governed; a democracy in a republic, a sovereign Nation of many sovereign States; a perfect Union one and inseparable; established upon those principles of freedom, equality, justice and humanity for which American patriots sacrificed their lives and fortunes. I therefore believe it is my duty to my country to love it, to support its Constitution, to obey its laws, to respect its flag, and to defend it against all enemies.[6]

Like William Tyler Page, you have seen your duty to your country. We are grateful and thankful that you have.

[1]John 15:13.

[2]John Adams in conversation with Jonathan Sewall, Falmouth, Maine [July, 1774]. See Bartlett, *Familiar Quotations*, 462-463.

[3]Ford address, *Congressional Quarterly Weekly Report*, August 17, 1974, 2209.

[4]The unarmed U.S. merchantman *Mayaguez* was captured by the Cambodians in disputed waters off the island of Tang in the Gulf of Siam on May 12, 1975. President Ford called out armament, and warplanes blasted five Cambodian vessels out of the water; United States Marines boarded the *Mayaguez* and stormed ashore on Tang. United States fighter-bombers blitzed an air base and oil depot on the mainland. The ship and crew of thirty-nine were liberated, but five were dead and seventy-eight persons wounded. The rescue of the ship occurred on May 14, and the marines used in the assault were rescued the following day. "Ford's Rescue Operation" and "Victory at Sea," *Newsweek*, LXXXV (May 26, 1975), 16-18, and 18-27, respectively; *News and Observer,* May 13-16, 1975.

[5]William Tyler Page (1868-1942), native of Frederick, Maryland; educated, academy and public schools; appointed page in clerk's office, U.S. House of Representatives, 1881, remaining in service of the House; elected clerk, 1919, and served until 1931; clerk to the minority after 1931. *Who Was Who in America (1943-1950)*, II, 410.

[6]"The American's Creed," adopted by House of Representatives, April 3, 1918, Bartlett, *Familiar Quotations*, 895.

NATIONAL COMMISSION ON WATER QUALITY

ATLANTA, GEORGIA, JULY 9, 1975

[The National Commission on Water Quality met at the Regency Hyatt House in Atlanta. The governor discussed problems caused by national legislation with regard to control of water quality. Funding for water and sewer grants was approved when moneys appropriated for fiscal 1976 included $150 million for the purpose. P.L. 94-41 (HJ Res. 499) was approved June 27, 1975. For more details see *Congressional Quarterly Weekly Report,* XXXIII (June 21, 1975), 1311. The governor's reading copy of the following speech was used here.]

I appreciate this opportunity to share with you some of the problems that we are experiencing in North Carolina with our water pollution control program since the enactment of Public Law 92-500[1] and to discuss changes that we would like to propose in this act. North Carolina was one of the states out front in state water quality laws. We now have a Land Policy Act and a Coastal Area Management Act. But since 92-500 was enacted, the abatement of pollution in North Carolina waters has actually been severely hindered.

This has happened primarily because of the provisions in the act which completely changed the philosophy of water pollution control from a program based on providing waste-water treatment as necessary to meet essential downstream uses to a program of providing treatment to meet effluent limitations. In addition, the entire process has been saddled with planning requirements that are next to impossible to meet and which are made worse by the bulk of unnecessary red tape.

In my opinion, there is only one way to measure the success of a water pollution program, and that is through improved water quality. After making considerable progress until 1973, North Carolina is no longer getting improvement; and we now expect to experience significant deterioration in the quality in those streams that are significantly affected by discharges from publicly owned waste-water treatment plants.

In 1973 many of our local governments were completing plans for upgrading and expanding their treatment facilities. These projects were caught up in the maze of red tape and planning requirements created by the federal act. It is possible that we can get most of these projects under construction within three years—that is, by 1978. But in the meantime, water quality in the receiving streams

will continue to deteriorate while inflation continues to erode the ability of local governments to finance their share of the costs.

Since the mid-1960s North Carolina's water pollution control program has required secondary treatment or its equivalent for all waste-water discharged in the surface waters of the state. We were well along toward obtaining compliance with that requirement by January 1, 1973.

However, with the virtual halt to the construction of publicly owned treatment works, more and more of our municipal systems no longer meet that requirement. Meanwhile, the 201 planning process[2] has resulted in project applications being shuttled back and forth to meet the latest revisions in EPA guidelines, creating still further delays.

We are aware that EPA has expressed the belief that the flow of construction funds can be speeded up, but we do *not* believe this program can be accelerated to the extent necessary for our local governments to be in compliance by July 1, 1977. Accordingly, I would recommend amendments that would extend this deadline to July 1, 1980.

North Carolina does not support the philosophy that it is in the public interest that *all* of the waters of the United States should be of a quality to provide for the protection and propagation of fish and wildlife and for recreation in and on the waters. Here in the Southeast, many of our streams are small. During the summer months, they do not have sufficient flow to support water-based recreation.

We *do* support the philosophy of designating and preserving the quality of those streams that have the potential of supporting recreational activities. With respect to the 1983 goal, we would support amendments that would require a minimum of secondary treatment of municipal wastes, along with an equivalent level of treatment for other wastes. This would provide a system for identifying waters to be protected for fish preservation and for recreational use, and it would call for the application of more stringent treatment requirements to discharges in these identified waters.

Even if it is socially desirable to eliminate the discharge of pollutants by 1985, I do not believe that goal is either technologically possible or economically feasible. Until we have licked our economic recession and high unemployment—and the picture *is* improving—I do not believe the nation can afford to invest the amount of necessary capital in nonincome producing facilities in

order to achieve this goal. In a time of energy shortages, high interest rates and other uncertainties facing investments, we are hard pressed in North Carolina to maintain our existing levels of industrial activity. If we have to attempt to eliminate the discharge of pollutants by 1985, we face the prospect of widespread shutdowns of industrial plants and more massive unemployment than we have experienced in our state since the Great Depression.

Another serious problem we have found with P.L. 92-500 is in the division of responsibilities. The act contains some very precise language concerning the policy of the Congress to recognize that the states have the primary responsibilities and rights to reduce and eliminate pollution and to plan the development and use of their water resources. Unfortunately, this isn't the way the system has worked under this law. The act itself and the regulations and policies adopted under its provisions have worked to tilt the whole process away from the states toward the federal side.

Let me give you two examples. First, consider the current EPA policy requiring cooling towers as the technology for managing heated-water discharges from electric power generating plants. This policy means that power companies have to spend more money on the construction of new generating capacity than would be necessary if cooling lakes were allowed. Furthermore, since the consumption of water is significantly greater with cooling towers than with cooling lakes, this has produced increased problems with water resource management in some areas of North Carolina and is also adversely affecting our electric rates.

Second, consider the present EPA policy concerning the design capacity of waste-water treatment systems eligible for federal construction grant funding and the justifications that have to be made if a new facility is to provide more than 10 percent reserve capacity for industrial growth. This federal policy seriously interferes with our goal of upgrading the income of North Carolina's people in small towns and rural areas, where good jobs are needed the most, because it results in new industrial development being restricted to larger metropolitan areas which have the treatment capacity to receive their waste-water. These policies need to be changed, and more importantly, the states should have the primary responsibility for the development and use of their land and water resources.

The act expresses the intent of Congress to delegate activities to the states, with EPA retaining a broad overview to assure that the states implement their delegated responsibilities. In reality, however, EPA has established such detailed approval procedures

that, in effect, it has delegated only the clerical work to the states and retained for itself the authority that was supposed to be delegated. I strongly suggest that the Congress thoroughly review all of the EPA regulations and guidelines relating to this program. The Congress may well be surprised at the amount of legislation by administrative action that is going on.

Finally, if something is not done soon to eliminate the confusion and break the bottleneck in the construction grant program, North Carolina will be hard pressed to prevent the recurrence of serious water quality problems. It really does very little good for Congress to appropriate billions of dollars for this program if EPA, through its regulations and guidelines, is going to make it next to impossible for a project to be approved for funding.

Now these comments have been pretty harshly directed toward EPA. But we also recognize that the agency has not been entirely at fault. We have a high regard for persons in the agency, several of whom have worked with us on strengthening our own laws. The overly specific language of P.L. 92-500 has resulted in judicial opinions overruling EPA's attempts at more reasonable and more flexible administration. And the centralization of such far-reaching authority in this single-purpose environmental agency, so far removed from the practical effects of its decisions, has negated reasoned judgment on the social and economic impact of these decisions.

We are proud in North Carolina that we have been in the forefront of the movement to protect the environment. But all this effort, and the national effort, is sure to suffer from the backlash that we are already seeing against narrowly focused, rigid, and centralized environmental policies.

If the environmental movement is to continue, if our entire social and political fabric is to be protected, it is essential that P.L. 92-500 be carefully and selectively amended.[3]

I appreciate the opportunity to extend these remarks in written form and to submit specific recommendations for changes in the act.

[1]P.L. 92-500 was passed by the Ninety-second Congress, "Federal Water Pollution Control Act Amendment of 1972," 86 Stat. 816.

[2]The "201 Process" refers to section 201 of Title II, "Grants for Construction of Treatment Works." The purpose of this was to assist with development and implementation of waste-treatment management plans and practices, and the procedure for getting grants was outlined. The complicated requirements to qualify were spelled out in detail.

[a]Several of the recommendations made by Governor Holshouser were embodied in HR 9560, which allowed greater state authority in the administration of the water pollution program; provided a formula for allocation of federal construction funds, which took into account population of the state; provided for a moratorium of up to six years for municipalities which could not meet the July 1, 1977, deadline, etc. The Senate version, S 2710, simply extended all necessary authorizations one year, the Senate Public Works Committee taking the position that any substantive changes should not come until 1977 when Congress considered the recommendations of the National Commission on Water Quality.

On June 3, 1976, the passage of HR 9560 by the House was vacated and S 2710 passed in lieu thereof. It passed the Senate, with amendments, on September 1, 1976. Both House and Senate appointed conferees in mid-September, but the matter was left hanging. After the House and Senate conferees adjourned their first session in disagreement, Rep. Robert E. Jones, leader of the House delegation, suggested a second meeting. Sen. Edmund S. Muskie, sponsor of the Senate bill, said he was involved in the clean air bill conference and his reelection campaign. The session ended with that uncertainty. Renee B. Stewart, director, North Carolina's Washington Office, to Memory F. Mitchell, May 12, 1976; "Status of House Bills," *Congressional Index, 1975-1976*, I, 2465; II, 5013; "Water Bill Conference," *Congressional Quarterly Weekly Report*, XXXIV (September 25, 1976), 2649.

See also House Document No. 94-418, 94th Congress, 2nd Session, *Communication from the Chairman [Nelson A. Rockefeller], National Commission on Water Quality, Transmitting a Report on the Technological Aspects of Achieving, and the Economic, Social, and Environmental Effects of Achieving or Not Achieving the Effluent Limitations and Goals Established for 1983 in Section 301(b)(2) of the Federal Water Pollution Act, As Amended, Pursuant to Section 315(e) of the Act (86 Stat. 876)* (Washington: U.S. Government Printing Office, 1976).

ANNOUNCEMENT AT NEWS CONFERENCE ON ESTABLISHMENT OF NORTH CAROLINA OFFICE OF MINORITY BUSINESS ENTERPRISE

RALEIGH, JULY 21, 1975

[A few weeks following announcement of the establishment of the Office of Minority Business Enterprise, Governor Holshouser spoke when the new office sponsored the North Carolina Minority Business Resource Seminar. The purpose of the September 18 seminar was, according to Larnie Horton, special assistant to Governor Holshouser for minority affairs, "to bring together relevant persons and agencies in the federal, state, and private sectors, and minority entrepreneurs throughout the state to discuss in detail the resources and assistance available to minority businessmen." (See news release of Governor Holshouser, September 8, 1975.) Among topics discussed by the governor at the seminar, was that of the free enterprise system and all it meant to Americans.]

For two and a half years we have worked hard toward the goal of providing opportunities for all the people of North Carolina to improve their income and their standard of living. We have consciously worked to help local communities attract quality industry to those areas of North Carolina where good jobs are needed the

most. We have worked hard to provide more opportunity for North Carolinians to improve their skills through a variety of educational and training programs. We have made a special effort in state government itself to open up more high-level positions to all segments of our population. But we have also recognized for a long time that a program for economic progress in North Carolina would not be complete until we had addressed ourselves specifically to an area that has especially suffered from neglect over a period of many years.

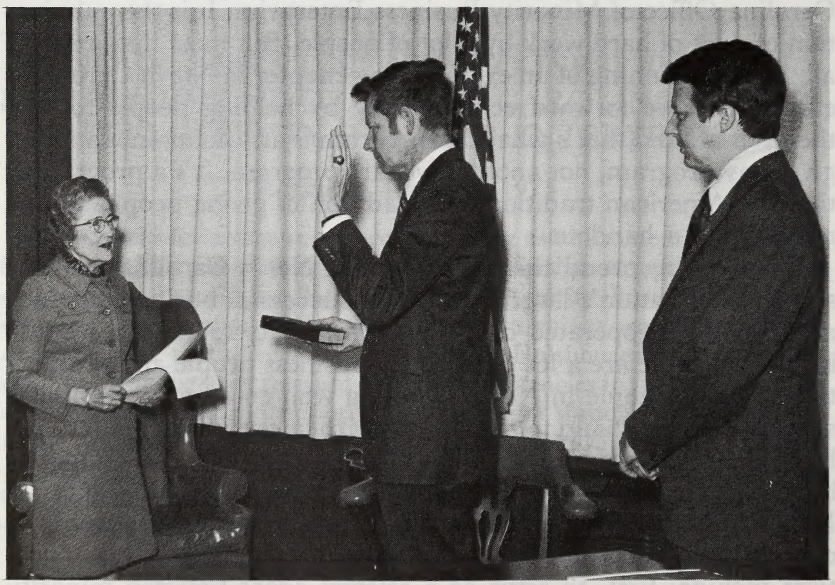
I'm not referring to any one geographic area of our state but to the very large number of people all across North Carolina who make up our racial minorities or who, because of a variety of circumstances, have not been able to take full advantage of our American free enterprise system. For more than a year and a half we have been working on a plan to open the doors of opportunity to many North Carolinians who have found those doors closed in the past.

The signing of this contract today creates our own North Carolina Office of Minority Business Enterprise. It is the culmination of a lot of hard work by a lot of people. But most important of all, it is a beginning of an exciting new chapter in North Carolina's efforts to move forward economically by helping people to help themselves. And that's what this program is all about—not another giveaway program, not another welfare program. It's a program in the best American tradition, the tradition of giving people a hand rather than a handout.

Now we are proud that right here in North Carolina we have some of the nation's largest and most successful businesses which are owned and operated by people of minority races. But we also know that there are a lot of minority business people and prospective business people in North Carolina who could achieve similar success if given a hand to help them get their dreams in motion. We have identified five priority areas of need experienced by minority businessmen in North Carolina. Accordingly, our Office of Minority Business Enterprise will have five primary objectives for a concentrated effort during its first year of operation. These objectives include: first, to serve as a referral agent between minority businesses and disadvantaged people seeking to enter the business world and other agencies and organizations involved in similar work, and to collect and disseminate information to minority businessmen; second, to help these people get financial and other help from private enterprises and in some cases from state, local,

and federal governments; third, to assist in the development of business opportunities, including "spin-off" enterprises by working closely with large corporations toward that end, and also to analyze structural obstacles to the development of minority businesses; fourth, actively to help create and support the establishment of a statewide venture capital fund to help minority businesses get started.

The fund itself will not be part of the agency, but the office will encourage banks and large corporations in North Carolina to invest in the fund. For every dollar they put into the fund, the U.S. Small Business Administration will invest two dollars. Minority businesses financed with this fund will have the extra benefit of drawing on the management expertise of these large corporations and financial institutions. And fifth, to begin an education and training program to help minority and disadvantaged people develop management skills. This program will utilize the resources of community colleges, technical institutes, and other schools.



Governor Holshouser, right, picked James E. Harrington to head the Department of Natural and Economic Resources. He was sworn in by Justice Susie Sharp of the North Carolina Supreme Court in January, 1973. Harrington's department administered the North Carolina Office of Minority Business Enterprise. (Photograph courtesy of Clay Nolen, Department of Natural and Economic Resources.)

The state OMBE will help minority and disadvantaged businesses in many other ways: in finding out what goods and services are needed in the marketplace, in developing marketing techniques, in obtaining assistance from the Small Business Administration and other sources. The office will be located within the Department of Natural and Economic Resources and will work hand in hand with other economic development programs carried out by that agency. We expect to announce soon the appointment of a director for the office and an advisory committee to assist the director.

This program is not an expensive one. The total cost for the first year's operation is $130,000—$80,000 from the federal government and $50,000 in state funds and in-kind services. But it is a program which I believe will go a long way, a longer way, probably, than government hand-out programs, in raising the economic standard of North Carolina and in fulfilling our goal of helping our people to go just as far as their talents, their abilities, their ideas, and their initiative will take them. We are grateful to Mr. Charles McMillan and his staff in Atlanta, and to everyone in the federal OMBE agency who have helped to make this program a reality.

[1]Charles F. McMillan, native of Savannah, Georgia; former high school teacher and director of Savannah Economic Opportunity Agency; Job Corps administrator; special assistant to the assistant director of Office of Economic Opportunity, Washington, D.C., January, 1972-June, 1973; special assistant to the director, Office of Minority Business Enterprise, June-October, 1973; director of OMBE Regional Office, Atlanta, since October, 1973. Charles F. McMillan to Memory F. Mitchell, April 13, 1976.

NATIONAL GOVERNORS' CONFERENCE COMMITTEE ON TRANSPORTATION BEFORE THE TRANSPORTATION SUBCOMMITTEE OF THE SENATE PUBLIC WORKS COMMITTEE

WASHINGTON, D.C., JULY 24, 1975

[Governor Holshouser appeared on behalf of the Governors' Conference before the Senate Committee to discuss the position of the conference and North Carolina on the future of the highway program. While in Washington he discussed the problem North Carolina faced in operating under the formula then in effect. North Carolina, a "donor state," put more money into the funds for highways through its gasoline taxes than it got back for road construction in the state. The preceding week he had gone to Washington to meet with North Carolina's congressional delegation and the secretary of the interior to talk about the natural gas shortage, the Clean Water Act, the Clean Air Act, the New

River, and other pertinent matters affecting the Tar Heel State. See news release of Governor Holshouser, July 13, 1975.]

I appear before you today first and foremost on behalf of the people of North Carolina. I am also here to represent the National Governors' Conference to present the states' position on the future of the highway program by discussing "The Federal Role in the Highway Program."

The Federal Highway Act, as amended,[1] has created one of the most successful programs ever undertaken by the federal government. I believe that its successful history reflects two valid concepts: (1) a strong federal-state partnership; and (2) a trust fund approach to financing.

The nation badly needs a national transportation policy which embraces all the major modes of transportation: highways, airports, railroads, and waterways. Within this policy, we would submit that the federal role should be prominent only as it reflects needs of clear national significance, such as national defense and the interstate movement of people and goods.

Of national significance are the interstate system; certain development highways, such as those in Alaska and Appalachia; and intermodal facilities that are critical to interstate commerce.

Perhaps the federal aid primary system is also of national significance. However, with adequate revenue sources, the states could fulfill the responsibility for the primary system. Within this context, the commitment of federal resources should proceed under the same federal-state partnership which has prevailed in the recent past.

Rigid, federally dictated policies cannot accommodate the many differences which distinguish the highway programs in the various states. For example, in North Carolina our state highway system includes all public roads except local municipal streets, while many states have extensive road systems that are maintained on the county level.

Let me share with you some of my experiences as the governor of North Carolina. Let's look at highways from where a governor sits. When I was elected I knew that transportation was one of the highest priorities of our state. North Carolina has embarked on a seven-year construction program, geared to a program of long-range planning. It is a program based on planning that can only be done with some advance assurance regarding the availability of revenues. Once the priorities were established and the time frames

laid out, we were ready to move ahead in a cost-effective program for the benefit of the people of North Carolina and all of the people who use our transportation system.

We built a program based on certain revenue projections and well-planned priorities. However, events have changed. Nationwide construction costs, which have doubled since 1967, increased about 25 percent in 1974 alone. During that same year we saw the cost of materials increase by 46 percent in North Carolina. At the same time state and federal gasoline revenues are down 1 percent from last year. In North Carolina this has meant that we have had to shift some of our priorities. Some portions of highways under acquisition or construction have been delayed, and some of our highways are falling behind in maintenance.

These experiences, and similar experiences in other states, have clearly demonstrated to the governors the need for continuation of the trust fund as a method of financing highway programs. There is also the further need for greater flexibility on the part of each state to transfer funds among various programs to meet its own priority transportation needs.

Highway programs typically take six to ten years from planning to completion. In North Carolina, because of the trust fund, we have been able to plan for up to seven years and get the best contract for each project, thereby saving the taxpayers' money. Without the long-term obligational authority implicit in the trust fund concept, the necessary long-range planning would be impossible. The trust fund is also justified because it preserves a legitimate user tax for exclusive expenditures which directly benefit the user.

Our National Governors' Conference has called for the expansion of this successful concept by the creation of a single unified National Transportation Trust Fund that would incorporate all transportation tax revenues and other tax revenues made available for transportation. We realize this is a proposal that can come only after extended research and that it may not be possible to proceed at this time. Until the creation of such a unified trust fund, the governors strongly urge the extension of the federal Highway Trust Fund and oppose the diversion of any Highway Trust Fund revenues to the General Fund.

As a result of the recession we have seen travel by commuters and vacationers decline. During the winter and spring of 1973-1974, uncertainties about gasoline supplies reduced travel by car. The 55 mile-per-hour speed limit has served to reduce, still further, the per capita use of gasoline. While construction costs have continued to

rise, all of these factors have brought a sudden halt to the growth in revenue from highway users' taxes. Therefore, at a time when every dollar now going into the Highway Trust Fund is needed for highway improvements, it would be a serious mistake to erode the revenue sources available for this purpose.

Instead, we recommend that revenues that are not needed to fund programs of clear national significance (principally the interstate system) be made available to the states by means of preemption, by allowing the federal tax to be rescinded or reduced in those states that increase their own taxes by an equivalent amount. In this way, revenue sources would be increased in the states, where they are needed the most, without increasing the total tax burden of the consumer.

Specifically, the governors have asked for a provision whereby states could preempt 3 cents of the federal gasoline tax with all other highway taxes remaining in the Highway Trust Fund to complete the interstate system. In the event Congress should decide against a preemption approach, we urge that all revenues be retained in the Highway Trust Fund and allocated so that each state would receive at least 80 percent of the tax payments it makes into the fund.

In this case, and because the proliferation of categorical highway programs has created an administrative nightmare at the state level, we have also recommended consolidation into four programs: interstate, rural, urban, and safety. Increased emphasis should be given to the completion of the present interstate system. An authorization level on the order of $5 billion is required if the system is to be completed before the year 2000, assuming inflation continues.

We are acutely aware of the connection between our nation's energy policy and the future of transportation-based revenues. Successful energy conservation, by whatever means accomplished, will reduce state gasoline tax collections. This threatens the ability of the states, not only to make new investments which may be required, but to maintain our present systems. The Governors' Conference urges the Congress to consider the effect which diminished revenues may have on the overall integrity of the nation's transportation network.

Finally, the governors believe it is important that transportation funds provided by the federal government flow directly through the governor. As the elected chief executive of his state, the governor is

best able to determine his state's transportation needs and priorities. The governor should be given the flexibility to transfer funds among various programs to meet the needs of his state.

In summary, let me review some of the major positions that have been taken by the National Governors' Conference.

(1) We strongly support the continued development and improvement of the nation's streets and highways as the backbone of our transportation system.

(2) We urge that the highway system continue as a partnership between the states and the federal government but that the 2-cent gasoline tax now proposed to be diverted from the trust fund to the general fund be added instead to the current 1-cent proposal to be preempted by the states. The remaining 1 cent should be allocated specifically for the development of the interstate highway system.

(3) If the fund is extended without preemption, we ask that serious consideration be given to a formula which would provide that each state would not receive less than 80 percent of tax payments it makes into the Highway Trust Fund. The remaining 20 percent would be allocated in a manner to ensure a comprehensive, integrated, national transportation system.

(4) If the fund is extended without preemption, we also request consolidation into four programs: interstate, rural, urban, and safety.

(5) Finally, we suggest that during fiscal 1977 Congress and the administration should thoroughly review with the nation's governors the various transportation programs with the goal of a comprehensive and integrated transportation system.

This should be our highest priority. As I have mentioned before, declining state gasoline revenues are stunting the implementation of existing highway programs. We should avoid compounding the problem until we can replace fragmented transportation programs with a comprehensive system.

I can assure the committee of the unqualified cooperation of the nation's governors in this quest for better answers to tomorrow's problems.

[1]P.L. 156, "An Act to provide that the United States shall aid the States in the construction of rural post roads, and for other purposes," was enacted July 11, 1916 (39 Stat. 355). There were several amendments, including P.L. 521 (58 Stat. 838) which was adopted December 20, 1944, "An Act to amend and supplement the Federal-Aid Road Act, approved July 11, 1916, as amended and supplemented, to authorize appropriations for the post-war construction of highways and bridges, to eliminate hazards at railroad-grade crossings, to provide for the immediate preparation of plans, and for other purposes." P.L. 627, "An Act to

amend and supplement the Federal-Aid Act approved July 11, 1916, to authorize appropriations for continuing the construction of highways; to amend the Internal Revenue Code of 1954 to provide additional revenue from the taxes on motor fuel, tires, and trucks and buses; and for other purposes," was approved June 29, 1956 (70 Stat. 374). This amendment provided for the early completion of the interstate network.

STATEMENT IN RESPONSE TO REMARKS BY HOUSE SPEAKER JIMMY GREEN

RALEIGH, AUGUST 6, 1975

[Governor Holshouser issued the following statement in reply to remarks made by House Speaker James C. Green on the question of legislation with regard to work of prisoners. The governor's office also issued excerpts from newspapers all over the state—Greensboro, Fayetteville, Raleigh, Nashville, Durham, Winston-Salem, Oxford, Asheville, Hickory, Taylorsville—in which the conflicts between the Republican chief executive and the Democratic legislature had been evident. Many of the papers, in editorials, were critical of the legislative leadership in its attitude toward the governor. Significant administrative accomplishments in the 1975 General Assembly, the success of nonbudget items from the Legislative Message, and the success of items in the Budget Message were also itemized. The particular statement given below was an example of the conflict between the governor and the Democratic leadership.]

House Speaker Jimmy Green[1] has spent the last six months bragging about a do-nothing legislature. His remarks Sunday, August 3, provide another example of how he has attempted to pull the wool over the people's eyes about the shortcomings and failures of the legislature. Once again we see Mr. Green attempting to explain his way out of an embarrassing episode of legislative bungling by trying to pass the buck.

There is no "petty squabble" or dispute of any kind between the Department of Transportation and the Department of Correction, and Mr. Green knows it. Frankly, what is keeping prison inmates from doing road maintenance work is the fact that the legislature handed us a bill that is a mess.

We have been increasingly concerned about the problem of idleness in our prisons and have been encouraging the concept of putting prisoners back to work. There is no question that Highway Fund revenues can be used to pay prisoners for road work. But the problem is that this General Assembly passed a bill that also can be reasonably interpreted to require us to divert gasoline tax revenues

from the highway program to pay prisoners to clean up and maintain the prisons, work far removed from the traditional purpose of the highway users' tax philosophy that has prevailed for many years in this state. For the legislature to encourage the use of gasoline tax revenues for any General Fund purpose is highly questionable, especially at this time. For Jimmy Green to be encouraging this practice is especially ironic since, as a member of the Board of Transportation, he is personally aware of the problems we are having with the present shortage of gasoline tax revenues for our road-building program.

We are working in every possible way to unravel the mess the legislature handed us and to get a logical process worked out that will enable us to comply with this statute while also complying with the state's traditional legal philosophy of using revenue from gasoline taxes for building, improving, and maintaining our roads.

The Departments of Transportation and Correction have worked in complete cooperation in a sincere effort to resolve this problem. I, personally, am working with both my legal counsel and the Budget Office in exploring every avenue that may lead to a solution. While we are dealing with a piece of legislation that makes a solution difficult at best, we are making every effort to resolve this problem.

Perhaps if the speaker had spent more time scrutinizing legislation being passed by this General Assembly instead of running for governor, we wouldn't be in this mess.

[1]James Collins Green (1921-), native of Virginia; educated, Washington and Lee; farmer and businessman from Clarkton; World War II veteran; member, House of Representatives, 1961-1965, 1969-1973, speaker, 1975; state senator, 1967; active in civic and church affairs. *North Carolina Manual 1975*, 357.

STATEMENT ON NORTH CAROLINA'S EFFORTS TO HELP LOCAL GOVERNMENTS

RALEIGH, AUGUST 10, 1975

[The following statement by Governor Holshouser was issued in response to remarks made by Waverly F. Akins, who was outgoing president of the North Carolina Association of County Commissioners, at the association's annual convention in Asheville on August 2. Mr. Akins had accused the Holshouser administration of failing to help local governments, particularly in the area of obtaining federal grants.]

I was astonished to read accounts of the recent (Saturday, August 2, 1975) remarks by Waverly F. Akins[1] of Wake County at the annual convention of the N.C. Association of County Commissioners in Asheville. Mr. Akins's statement showed such ignorance of the record and the evidence that it can only be attributable to the fact that he is an unannounced candidate for lieutenant governor. If Mr. Akins had been concerned enough to look for the facts, he would have discovered that this administration has made, and is continuing to make, an extraordinary effort to help local governments in a variety of ways, including a special effort to assist them in getting their full share of federal funds important to the people of this state.

Indeed, one of the major thrusts of this administration has been to work vigorously to accomplish a full partnership between state and local governments. In all these efforts our objective has been to help local governments help themselves, rather than seeing what state government can do for them—or to them. Many leaders of county and municipal governments have expressed their appreciation for what we are doing to achieve this goal.

Since Mr. Akins did not bother to look at the facts, let's point out some of them for his benefit:

1. On April 24, 1974, we established the Office of Intergovernmental Relations within the Department of Administration to work specifically to assure that our state and local governments get more return on the taxes we send to Washington. This office carries out numerous functions: monitoring pending federal actions in Washington, advising the governor of these federal actions, expediting federal approval of grant requests for state agencies and local governments, analyzing previous grant awards in determining areas in which we may have been shortchanged, and taking various steps to foster and coordinate communications with local government.

2. To further enhance the ability of the Office of Intergovernmental Relations (OIR) to work with our congressional delegation and various federal agencies, we opened, in January of this year, a North Carolina Washington Office as part of the OIR.

3. Under a reorganization of the Department of Natural and Economic Resources, all major services provided by this department to local governments were placed under the Division of Community Assistance and decentralized in seven field offices to provide closer cooperation with county and municipal officials.

4. The Department of Human Resources' planning and budget system made it possible for state and local governments to plan jointly for various federally funded social services programs under Title XX. This system has been praised by federal officials as one of the very best mechanisms for state and local planning in the entire country.

5. We have moved to give elected local officials, through their Lead Regional Organizations, a greater role in the administration, content, and availability of various human services programs by shifting much of the decision-making authority from the state level to the LROs. These federally funded programs total nearly $50 million a year in North Carolina.

6. I, personally, have gone to Washington on several occasions to testify before congressional committees and to meet with top federal officials and our congressional delegation in our effort to obtain for North Carolina a fairer return on the tax dollars we sent to Washington. For example, I have personally asked the Congress to change the Highway Trust Fund formula so that we will get at least 80 cents from each dollar we send to Washington in federal gasoline taxes instead of the 59 cents we are presently receiving.

I have also testified on behalf of the continuation of general revenue sharing, which has brought over $150 million so far to state and local governments in North Carolina, and for renewal of the Appalachian Regional Commission which, together with the Coastal Plains Regional Commission, meant some $25 million to this state in fiscal 1974 alone.

Our efforts to help local government have been carried out in many ways, and they have paid off.

The Community Services Division in the Department of Natural and Economic Resources provided such services to local governments as completing an outdoor recreation inventory for twenty counties, enabling North Carolina to receive grants amounting to more than $3 million. Some of these funds helped state and local governments acquire fourteen parcels of land and make improvements or develop twenty-five other areas. The division assisted in the organization of twenty-two new full-time recreation departments, including thirteen for counties; prepared, in the Development Section, 318 community audits to help communities attract industry and compiled information on 170 industrial sites within the last six months; assisted in setting up a full-time development commission in Craven County; helped in the location of thirteen new industrial plants within the last six months; held a series of

workshops, in conjunction with the League of Municipalities and County Commissioners Association, explaining the Community Development Act of 1974; awarded planning grants to 173 units of local government in the year ended June 30, a substantial increase over the previous two years; provided assistance in twenty-nine counties for programs to remove junk cars from roadsides and will soon start a similar program for forty-five other counties; compiled a directory of State Government Services for Local Government Officials, which was mailed to local officials on the National Flood Plain Insurance Program; and placed personnel of the Law and Order Section in the department's seven field offices in an effort to establish closer contact with local officials.

The Office of Intergovernmental Relations also is carrying on an active program to assist local officials. For example, during the week of July 21-25, OIR staff members led a team of state and federal officials through twenty-nine western North Carolina counties, talking with local government officials about local projects for federal funds. The team reviewed eighty-seven projects involving requests for more than $40 million.

The North Carolina Washington Office already has had some successes in helping bring back more federal tax dollars to North Carolina. Working closely with our congressional delegation, it took a leadership role recently in bringing about the passage of a Senate amendment that will add $111 million in waste-water treatment funds for Tar Heel communities. (The bill is now in conference committee).

Currently, the Washington office is working on several fronts. These include: following up on my personal efforts to bring about the removal of red tape that is making it extremely difficult for local governments to qualify for federal clean water funds; making a concerted effort to secure early enactment of legislation to continue the general revenue-sharing program; and working with our congressional delegation in opposition to legislation which would move some of the authority for manpower programs from state and local governments to the federal government.

I could cite many other examples of how our commitment to a partnership between state and local governments is working to the benefit of county government in North Carolina. For example, during the recent economic downturn, many county social services departments found themselves unable to handle the flood of claims for various services. In a cooperative effort involving several divi-

sions of state government, funds were allocated to provide additional personnel for these local departments.

When it comes to the issue of North Carolina getting its share of federal dollars, definite progress is being made. In fiscal 1974 the average North Carolinian paid $920 in federal taxes, while expenditures in federal funds in this state averaged $997 per person. We still ranked thirty-seventh among the states, however, in federal aid to state and local governments, and we will not be satisfied until we are much higher on the ladder. One way to do this is to get a better break in the Highway Trust Fund, and we are optimistic that our efforts will pay off in that important area. For years we have lagged behind in obtaining federal aid for local mass transit systems. This year we convinced the General Assembly to provide $2.5 million in matching funds that will generate considerably more federal assistance in this area.

In summary, if Mr. Akins hopes to be a successful candidate for lieutenant governor, he will find out in a hurry that one thing the people look for the most is a candidate who tells the truth. If his remarks of August 2 are an example of how he deals with the facts, he's got a long way to go.

[1]Waverly Francis Akins (1932-), native of Fuquay; graduate of East Carolina; J.D., University of North Carolina at Chapel Hill; army veteran; member of FBI before returning to farming, business, and legal practice in 1964; county commissioner of Wake County in 1969; elected chairman in December, 1970. *News and Observer,* June 11, 1972; *UNC-CH Alumni Directory,* 11; Motor Vehicles information.

STATEMENT ON TOBACCO SITUATION

RALEIGH, AUGUST 13, 1975

Based on discussions that I have had with U.S. Department of Agriculture officials the past several days, I believe it is safe to predict that there will be a cut in tobacco allotments next year. The only serious remaining factor mentioned was the size of foreign tobacco crops and their relationship to the export markets.

At the same time it appears fair to predict that tobacco prices will begin to rise in the near future at North Carolina warehouses. We note that as the growers move up the stalk, prices in Georgia are already starting to reach above $1.10. We think that North Carolina's markets can be expected to follow this trend in the very near future.

I know that the agriculture people in Washington are concerned about this situation, and our tobacco farmers should be prepared to attend a meeting August 29 in Raleigh when federal officials will meet with the National Tobacco Advisory Committee at the State Fairgrounds to discuss next year's quotas.

STATEMENT ON HIGHER EDUCATION DESEGREGATION

RALEIGH, AUGUST 14, 1975

[The Department of Health, Education and Welfare in Washington continued to criticize the North Carolina institutions of higher learning because of failure to desegregate to the extent felt desirable by HEW.]

The Department of Health, Education and Welfare has agreed to grant us an extension in preparing our response to the complaints made recently by the Department's Office of Civil Rights about the desegregation plan for our system of higher education. I expect to forward our response early next week.

I expressed our concern about this issue to Secretary Mathews.[1] He and I agreed that when Mr. Peter Holmes[2] returns to his duties as director of the Office of Civil Rights, a meeting will be arranged between Mr. Holmes and officials of our university system to discuss any questions that might remain unresolved. (Mr. Holmes is expected to return to his office in the near future after recuperation from minor surgery.)

We expect a majority of the objections that have been raised to be cleared up in the semiannual report filed by our university and community college officials and in the response to specific complaints that we will forward next week. If there are any remaining issues, I am hopeful that these also can be resolved.

[1]Forrest David Mathews (1935-), university president from Alabama; A.B., M.A., University of Alabama; Ph.D., Columbia; infantry, AUS, 1959; affiliated with University of Alabama, 1960-1975; president of that institution, 1969-1975; named secretary of HEW by President Ford in July, 1975. *Who's Who in America, 1976-1977*, II, 2049; "The Cabinet: New Man at HEW," *Newsweek*, LXXXVI (July 7, 1975), 19.

[2]Peter Ernest Holmes (1939-), native of Ohio; B.A., Northwestern; postgraduate work, American University; various government positions in Washington before joining the staff of HEW in 1969; named director, Office for Civil Rights, 1973. *Who's Who in Government, 1975-1976*, 293.

STATEMENT AT NEWS CONFERENCE ON CHEMICAL INDUSTRY INSTITUTE OF TOXICOLOGY

RALEIGH, AUGUST 19, 1975

[In a news conference held in the State Administration Building, Governor Holshouser told about plans of several industries to cooperate in formation of the new institute. The new facility was to be housed in the Research Triangle.]

Since I have been governor I have had the pleasure on several occasions to participate in announcements of major importance to the economic life of our state and our people. But today marks a personal first for me and, I believe, a first-of-its-kind announcement for any governor of North Carolina. It's a great pleasure to announce that a new facility supported by seventeen of the world's outstanding chemical corporations will be located in our own Research Triangle Park.

This facility will serve as the headquarters for the new Chemical Industry Institute of Toxicology. It will obviously have a significant



Plans were announced for another research facility a few weeks after Governor Holshouser issued his statement on the CIIT. On October 30, 1975, announcement was made of a $3 million expansion program at the ICI United States Biological Research Center in Goldsboro. The two-story laboratory-office building shown above and an adjoining 254-acre test farm were to serve as headquarters for the company's agricultural chemicals research efforts. (Photograph from ICI United States, Inc. Public Relations Department, Wilmington, Delaware.)

economic impact in this area of North Carolina, and it will naturally add to the reputation that the Research Triangle Park already enjoys as one of the great centers of research in this country and the world. But economic benefits and prestige are only part of the reason this facility is so important to us. It is important, especially, because of the great, lifesaving benefits that it represents for people everywhere.

The CIIT was formed in April of this year by eleven corporations as the chemical industry's response to the very urgent need for better information, faster communication, and improved methods in the testing of chemicals for safety in their manufacture, their handling, their use, and their disposal. The institute is another outstanding example of the search for excellence and quality by private enterprise in this country. The chemical industry has recognized that it has a responsibility to participate more actively in the investigation and solution of environmental and occupational health programs.

The institute began with eleven members, and just today the board of directors announced the addition of six new corporate members, bringing the total to date of seventeen. Each of these companies has its own research efforts, of course, and the institute is expected to supplement, rather than replace, these individual efforts.

Obviously, the institute will provide a sound, forceful, scientific industry presence in the complex area of chemical safety evaluation. It will generate and interpret data on chemicals from the viewpoint of toxicology and other relevant fields. The institute will develop new test methods for assessing potentially harmful effects of chemicals on human health and new concepts for applying test data to hazard assessment.

It will furnish the scientific expertise that is essential to the proper development of benefits versus risk measurements and to the application of this concept in guiding decisions on the manufacturing, handling, use, and disposal of various chemicals. The potential human risks involved in all these steps will be assessed, and information will be disseminated to minimize the risks further. One of the significant needs to be filled by this institute will be to promote the professional development and training of toxicologists and other scientists in related fields.

The member companies of the CIIT read like a virtual "Who's Who" of the chemical industry. They include such names as Dow,

DuPont, Eastman Kodak, Exxon Chemical, Shell Chemical, Monsanto, Stauffer, Union Carbide, Allied Chemical, Celanese, Olin, PPG Industries, Air Products and Chemicals, Diamond Shamrock, the FMC Corporation, Hooker Chemicals and Plastics, and Rohm & Haas Company. We are delighted and proud, of course, that the institute's board of directors has chosen the Research Triangle Park as its headquarters site. We know the board looked all over the country before deciding on North Carolina.

The institute has already begun an intensive search for a professional staff. Initially, the president and other staff members will be housed in office quarters made available in the facilities of the Research Triangle Foundation. A major part of the institute's research program will be carried out through grants to be awarded to universities and other research centers. Since a leading factor in the selection of the Research Triangle Park for this facility was the close cooperation enjoyed by other research facilities in the park with our nearby universities, we obviously can expect these universities to play a prominent role in the important research that will be undertaken by the institute.

STATEMENT AT NEWS CONFERENCE ON CONTRACTING OF ADMINISTRATOR FOR DEFERRED COMPENSATION PROGRAM

RALEIGH, AUGUST 27,1975

[Governor Holshouser announced deferred compensation as a fringe benefit for state employees at a news conference held in the Administration Building.]

More than 130 years ago, Henry Clay defined government as a trust created solely for the benefit of the people.[1] Our country is a lot bigger and our society a lot more complex today than it was when Clay gave that definition. But it's still the best definition I have ever heard or read about what government is, or should be, in this country.

Government *is* a trust. It is the people's servant, paid for by the people to provide them with the necessary programs and services that they cannot provide for themselves. In carrying out this responsibility, government has many roles, including the role of employer. In North Carolina our state government is a major employer, ranking in payroll with the biggest industries in our state.

How well government does its job for the people depends to a large extent on how well it does its job as an employer. We have a responsibility to the people of North Carolina to make sure that our state government attracts and keeps employees of the very highest quality. It is in the interest of all the people of North Carolina that we have employees who not only have the ability and training to do their jobs but who enjoy their work and feel that their best efforts are fully recognized and properly rewarded.

This means that our state government has to be in the position to compete for talented, skilled employees. It means that we have to be constantly looking for ways to attract this kind of people to state government service. It means that we have a responsibility to give our employees benefits and opportunities that are at least equal to those they can get in private business or elsewhere. To do less would be to fall short of our responsibilities to all the people of this state as their elected trustees. This administration has viewed this as a basic part of our management responsibility. Today we reach another significant milestone in this continuing effort to offer our state employees a comprehensive program of benefits.

This new benefit, the North Carolina Public Employees Deferred Compensation Plan, will provide our state employees the opportunity to add significantly to their retirement nest egg without costing the taxpayers of North Carolina a penny. Deferred compensation for public employees is a fairly new development. Only a handful of states so far have even considered starting such a program. In a nutshell, it will provide the kind of tax break for our state employees that previously had been available only to such people as corporate executives, doctors, lawyers, and educators.

Many people in these groups have found that deferred compensation is an extremely attractive way to put back some of their earnings while they are employed and to draw upon these resources when retirement rolls around. In this program every state employee will be given the opportunity to choose, on a voluntary basis, to have a portion of his pay deferred. In other words, he won't receive it in his regular pay check, and he won't pay any federal tax on it at that time. Instead, when he reaches retirement age, he will receive his accumulated deferred pay in regular monthly payments. When he starts receiving the payment, he will pay income taxes on the amount he actually receives each month. Most likely, he will be in a much lower tax bracket at that time and therefore will pay much less tax. In the meantime, all through the years, these funds will have been growing for him, tax free. This means the interest and

earnings on them will be much larger than if he were to take these dollars as regular income, pay taxes on them, and invest what is left over.

Back in 1971 the General Assembly adopted legislation that gave us the authority to offer a deferred compensation program to our state employees.[2] After early examination the idea was abandoned. But about a year ago we decided to take this legislation and do the planning to make this program a reality for our state employees. Since that decision was made to move ahead, there were many steps that had to be taken. First, an executive order was signed[3] creating a board of trustees for the plan. It was then essential to choose for this board of trustees several people who would bring to it a wide range of experience and expertise in this field.

We were extremely fortunate in finding the kind of people we needed who were willing to take on this responsibility, people such as Mr. Glen B. Hardymon[4] of Charlotte, who was recommended to us by the North Carolina Bar Association and who represents the bar association on pension matters; Mr. John W. Dowdle,[5] treasurer of R. J. Reynolds Industries in Winston-Salem, that company's expert in the pension and annuity field; Mr. Ed Beach,[6] vice-president of finance of Broyhill Industries in Lenoir, a certified public accountant; our state treasurer, Mr. Edwin Gill;[7] Mr. John Buchan,[8] deputy state auditor; Mr. Bruce A. Lentz,[9] secretary of the Department of Administration, who is serving as chairman of the board; and Mr. George Little,[10] our deputy secretary of Natural and Economic Resources and a veteran in the insurance and pensions field.

The trustees' first order of business was to obtain approval for the program from both the Internal Revenue Service and the U.S. Department of Health, Education and Welfare. This was done. Then came the extremely important job of finding the best possible company to serve as administrator for the program. Our trustees put in months of hard work on this search. Many plans were studied. More than fifteen companies were contacted. From their responses, the list was narrowed to seven companies, each of which was invited to send representatives to Raleigh to make oral presentations to the board. After hearing and considering these presentations, the trustees invited the most impressive five companies to make second oral presentations. Finally, the three top competitors were given a list of specific questions which they were asked to answer in detail. Finally the choice was made, the Deferred Compensation Corporation of America, a company based in

Philadelphia, Pennsylvania, that was organized specifically to organize deferred compensation plans for government and other tax-exempt organizations.

This company has put together a management team composed of professional leaders in such fields as data processing, administration, tax law, insurance, securities and marketing. It has an outstanding board of directors that includes former Senator George Smathers[11] of Florida, and former Congressman Eugene J. Keogh[12] of New York, the cosponsors of the self-employed retirement act, as well as leaders from American labor and finance. It is the administrator for several similar plans in force at public institutions in Pennsylvania and nearby states. Our board of trustees selected this company only after submitting it to every conceivable test to make sure that our employees would be offered the best possible plan, one that would assure that their dollars are handled with the greatest of care.

All along the way, our attorney general's office has been consulted on every possible legal question that could arise. Mr. Emmett Burden,[13] executive director of the State Employees Association, has attended almost every meeting of the board of trustees, offering helpful advice and the full support of his organization. The State Government Employees Association, representing employees in the Transportation and Correction departments, also is behind this program.

Our administrator, the Deferred Compensation Corporation of America, will now begin drawing up specifications for insurance and mutual fund firms that may wish to participate in this program. After the specifications are approved by the board of trustees, bids will be requested. They will be reviewed by the administrator and submitted to the trustees for final approval. Our goal is to begin making the first deferred compensation payroll deductions by January 1 and to have contacted all of our state employees by July 1 of next year. It will be the administrator's job, too, to present the program to the employees, to "market" the plan. As an added measure of protection for our employees, any presentation to be used by the company will have to be approved, in advance, by the board of trustees.

We are all excited about this program. We believe that a great many of our employees will be excited about this opportunity to supplement the retirement incomes they will receive from Social Security and our state retirement system. It's an entirely voluntary

program, but we feel that it is an opportunity that many employees will find too good to pass up.

We also are convinced that this is another major step ahead in our efforts to attract top-quality people to state government in North Carolina—employees who will give the people full value for their tax dollars.

Let me say a brief word to members of the board of trustees who are with us today. I know how much time you have given this program. I am convinced that your willingness to do it was the only way we could have reached this point. And now it is my pleasure to call on Mr. Maurie S. Fox,[14] president of the Deferred Compensation Corporation of America, to join with Secretary Lentz in signing the contract making Mr. Fox's company the administrator for this program. Following the signing, they will be available to answer questions.

[1]Clay's Ashland speech, March, 1829. For the exact quotation, see page 206.

[2]"An Act to Authorize the Purchase of Annuity Contracts for State Employees, and to Authorize Deferred Compensation Plans." *N.C. Session Laws, 1971*, c. 433. This act was enacted May 24, 1971, to be effective upon ratification.

[3]Executive Order Number XII.

[4]Glen B. Hardymon (1939-), native of Nashville, Tennessee; A.B., Duke; LL.B., University of North Carolina at Chapel Hill; lawyer in Charlotte. *Martindale-Hubbell Law Directory*, 1236B.

[5]John Wesley Dowdle, Jr. (1926-), native of Georgia; B.S., U.S. Merchant Marine Academy; LL.B., University of South Carolina; LL.M., S.J.D., Georgetown; attorney with Internal Revenue Service; successive positions with R. J. Reynolds Tobacco Co., including those of tax attorney, tax manager, assistant secretary and assistant treasurer; treasurer, R. J. Reynolds Industries, Inc., since 1970. *Who's Who in Finance and Industry, 1974-1975*, 223.

[6]Edward Davis Beach (1924-), native of Lenoir; educated, Lenoir Rhyne; World War II marine veteran with additional service, 1950-1952; certified public accountant, 1947-June, 1971; vice-president, finance, and secretary and treasurer, Broyhill Industries. Edward D. Beach to Memory F. Mitchell, September 9, 1976.

[7]Edwin Maurice Gill (1899-1978), native of Laurinburg; state treasurer; educated, Trinity College; representative from Scotland County and General Assembly, 1929-1931; private secretary to Gov. O. Max Gardner; former commissioner of paroles and commissioner of revenue; practicing attorney; named collecting director of internal revenue, Greensboro, serving 1950-1953; named treasurer of North Carolina by Gov. William E. Umstead, July, 1953, and elected to office since that time. Announced decision not to seek reelection on January 15, 1976. *North Carolina Manual, 1973*, 520-523, *1975*, 479; "Veteran State Treasurer to End Nearly Half a Century of Service," *We the People of North Carolina*, XXXIV (February, 1976), 19; *News and Observer*, July 17, 1978.

[8]John W. Buchan (1921-), native of Pinehurst; B.S., University of South Carolina; joined staff of state auditor, 1958; appointed deputy state auditor, 1962; active in church and civic activities. John W. Buchan to Memory F. Mitchell, April 14, 1976.

[9]For identification, see page 57.

[10]For identification, see page 263.

[11]George Armistead Smathers (1913-), congressman from Florida; native of New Jersey; A.B., LL.B., University of Florida; World War II marine veteran; lawyer; former assistant district attorney; member, U.S. House of Representatives, 1947-1951; U.S. Senate, 1951-1969; legal practice since 1969. *Who's Who in America, 1974-1975*, II, 2860.

[12]Eugene James Keogh (1907-), native of Brooklyn, New York; graduate, New York University; law school, Fordham; former teacher; lawyer; member of New York State Assembly, 1936; elected to Congress, served January 3, 1937-January 3, 1967; did not run for reelection in 1966. *Biographical Directory of Congress*, 1227.

[13]Emmett Wynn Burden (1923-), native of Bertie County; educated, University of North Carolina at Chapel Hill and Naval V-12 course at Columbia; World War II veteran; insurance, real estate, and farming businesses; member, House of Representatives, 1963-1967; executive secretary, N.C. State Employees Association, since November, 1967. *North Carolina Manual, 1967*, 598-599; telephone information from office of North Carolina State Employees Association, March 16, 1976.

[14]Maurie S. Fox, founder of Unicom Insurance Group, Inc., and former president and chairman of board; president and chief executive officer of Allegheny National Life Insurance Company and Pension Life Insurance Company of America; president and chairman of board of International Financial Services Corporation and president of Deferred Compensation Corporation of America. Cynthia Altopiedi, secretary to Mr. Fox, to Memory F. Mitchell, March 29, 1976.

STATEMENT ON DEATH OF BILLY CREEL

RALEIGH, AUGUST 29, 1975

I was shocked and deeply saddened to learn of the tragic death of Commissioner Creel.[1] The people of North Carolina owe him a large debt of gratitude for his thirty-three years of dedicated public service in the Department of Labor.

Over the years Mr. Creel had established a national reputation as a leading expert in the field of industrial safety. We should be especially grateful to him for his leadership in planning and developing the state-federal program for state administration of the Federal Occupational Safety and Health Act of 1970. Largely because of his outstanding work, North Carolina is one of the few states that handles its own OSHA program rather than letting it be done by the federal government.

Mrs. Holshouser and I express our deepest sympathy to Mrs. Creel and the family at this time of great personal loss.

[1]William Charles Creel (1912-1975), native of Wake County; B.S., North Carolina State University; high school teacher and coach, 1936-1941; World War II veteran; joined Department of Labor as industrial safety inspector, 1942, rising to position of safety coordinator, 1971; elected commissioner of labor, November, 1972, *North Carolina Manual, 1973*, 526-527; *News and Observer*, August 30, 1975.

SUMMARY OF SPEECH AT CONFERENCE FOR COUNCILS ON THE STATUS OF WOMEN

RALEIGH, SEPTEMBER 4, 1975

In speaking at the Conference for Councils on the Status of Women, Governor Holshouser reminded the audience of his interest and that of his administration in seeing that there be a full partnership for all North Carolinians. This partnership included women, and he observed that many women had been placed in administrative posts since he took office. The purpose of the Equal Employment Opportunity Task Force, formed in the summer of 1973, was to work on a clear affirmative action policy for the employment of women, minorities, and the physically handicapped in state government. Many departments had affirmative action programs, and the results were already becoming apparent, the speaker noted.

In December, 1973, Betty Barber[1] was asked to serve as the first executive director of the North Carolina Commission on the Education and Employment of Women. The commission had published a 210-page documentary;[2] it had taken the lead in the establishment of county councils on the status of women, with fourteen already in operation; and regional coordinators were being provided for each of the seventeen multicounty planning regions. He referred to the good work being done by Shirley Fields[3] and Nancy Sharpe,[4] two of the coordinators, and also to the allocation of $449,000 from CETA (Comprehensive Employment Training Act) funds to the Council on the Status of Women.

The fact remained, however, that while between 40 and 44 percent of the state's labor force was made up of women, they made less money than men in every major occupational category. The economic situation of the times made it essential that many women work, and the governor noted that lack of education was one of the reasons so few women were administrators, managers, professionals. The Council on Women had a heavy responsibility to study and review the status of women in North Carolina, and the governor commended it for the job being done and pledged the support of his administration.

[1]Betty Barber (1938-), native of Lee County; educated in public schools; founder of Republican Women's Club in Chatham County; member of Holshouser for Governor staff in 1972; press secretary to Mrs. Holshouser before heading the North Carolina Commission on the Education and Employment of Women. *News and Observer*, October 27, 1974.

[2]*The Status of Women in North Carolina* ([Raleigh: North Carolina Commission on the Education and Employment of Women], First edition, 1974).

[3]Shirley T. Fields (1935-), educated, Danville Memorial Hospital, School of Nursing and Technical Institute of Alamance; worked with retarded and trainable children in South Carolina; administrative coordinator, Council on the Status of Women; active in Republican party and civic activities. Information furnished by Shirley T. Fields to Memory F. Mitchell, December 8, 1975.

[4]Nancy Kirkman Sharpe (Mrs. Benny) (1937-), of Taylorsville; graduate, Stony Point High School; active in Republican party and in civic affairs; Region D & E coordinator, North Carolina Council on the Status of Women. Nancy K. Sharpe to Memory F. Mitchell, April 8, 1976; Motor Vehicles information.

NORTH CAROLINA STATE EMPLOYEES ASSOCIATION

WINSTON-SALEM, SEPTEMBER 20, 1975

[It was traditional for the governor to appear before the state employees at their annual meeting. At the 1974 convention he had discussed new programs which would provide additional benefits for state employees, but these had not materialized. However, plans for deferred compensation and incentive award programs had definitely been worked out and were ready for implementation when the governor addressed employees at their 1975 meeting.]

This is getting to be a habit for me, but it is one that I think is a good habit for anybody in a position such as mine. We hear a lot about communications these days. We hear a lot of problems blamed on somebody's "failure to communicate," and in many cases that's probably just what happened. In any endeavor, and maybe more so in government than any of the others, the ability and willingness of people to communicate is essential. In our state government we have tried hard to keep the lines of communication open among employees on all levels. As in any operation, this hasn't been a total success, but we try hard.

So it's a pleasure for me, as it was in each of the last three years, to be here with you and to use this opportunity provided for me by your association to share some thoughts with you. In recent years we have heard a lot about the dissatisfaction and the disillusionment of the American people with the performance of government. In our nation's vernacular, both "politician" and "bureaucrat" have become dirty words. To be completely candid, some of this distrust is justified in both cases. There are some politicians who have abused the trust given them. There are some politicians who have turned their backs on what this country stands for and who

have played havoc with our economy with their irresponsible spending of our federal tax dollars.

Some government employees, especially on the federal level, have earned the scorn of the American people, too, with their devotion to red tape and their habit of telling people why something can't be done instead of finding a way to help them with their problems or at least giving them an answer that makes sense. We know full well that most public officials and most government workers don't deserve this reputation. We know that most public officials and most government workers, especially here in North Carolina, are people who are sincerely trying to do a good job of serving the people who are paying their salaries with their tax dollars. But unfair as it may seem sometimes to have to pay for the sins of others, we have to face the fact that it is up to each of us to go the extra mile to prove to the people that their government *does* care about them, that the people who work in government truly *are* the public's servants.



The governor is shown placing a service award around the neck of Nancy Jones, secretary in the press secretary's office during the Holshouser administration, on March 20, 1974. Service awards were given to state employees after specified periods of time, a form of recognition initiated in 1972.

Just having good intentions is not enough. Even working extra hard isn't enough. You, I, all of us, have the additional responsibility and challenge of proving that this mechanism we call government can do the job; that all of its working parts do fit together; that it can work as efficiently and economically as anything in private business. The very first executive order that I signed as governor was the order establishing the Governor's Efficiency Study Commission. The many top business leaders of North Carolina who gave voluntarily of their time and expertise to carry out this program made a major contribution to this state. They showed us how we could save millions of dollars in steps that would bring greater efficiency to our operations. Many of the commission's recommendations have been implemented. Many others will be in the near future.

But no matter how many business leaders participated in this program, it would have not been the success it has been without the cooperation of thousands of dedicated, skilled state employees who wanted it to succeed just as much as we did. Time and time again, the business people who participated in the study commented to me on how pleased they were, pleasantly surprised in many cases, at the high quality and competence they found among our state employees at every level. In many instances the employees working in a particular agency or program were the ones who came up with some of the best ideas for reducing costs and improving performance. Our employees, of course, have been the key factor in putting these improved techniques into operation.

It has been our philosophy for the past two and a half years to make our state government work better, to develop the kind of management programs, structural capabilities, and the day-to-day capacity to perform that is so essential to regaining the public's confidence and to making the best use of their tax dollars. This entire effort has been geared to bringing out the very best in everybody, in helping each state employee make the maximum use of his or her skills, talents, and ideas in bringing our services and our programs to the people of this state.

It's not just enough to have good programs. You've got to know what your goals are before you can determine the best way to reach those goals. Before any employee can do his work, he or she needs to know the purpose of what he or she is doing. Last year, for the first time, we began a program of developing our policy guidelines and making them available to all of state government. These guidelines set forth our goals and priorities.

We also know that for government to work, for it to do the things people expect it to do, we have to continue to attract the best employees. We have to offer them the best benefits possible so that we can compete with private industry for their talents.

When I spoke to this group a year ago, I talked about several ideas which would further our efforts to make our state government an enlightened, progressive, and fair employer. One of these ideas was to take advantage of legislation that gives us the authority to set up a deferred compensation program. After almost a year of study and interviews, we recently signed the contract for the administration of this program. In the weeks ahead, each of you will be hearing more about this program and given the opportunity to begin taking advantage of this opportunity to add to your savings for retirement while saving you many dollars in income taxes over the years. This will be a valuable addition to an already outstanding benefits program, one which stands right up there with the best of any state in the country.

Another idea I talked to you about last year was our plan to begin an incentive awards program, a program to encourage state employees to come forward with ideas for more efficient government and to reward that personal initiative.[1] This program is now ready to go! You will find here at this meeting copies of a small brochure describing this new "employee suggestion system." In a few days I will announce the selection of the awards committee. Very soon you will receive more detailed information and forms for sending in your suggestions.

You know, I was reading just this week a newspaper column[2] in which the president of a consulting firm that specializes in productivity improvement was describing the things that bother American workers the most. Contrary to popular belief, he found the number-one complaint of the nation's 40 million white-collar employees was that so much of their workday was being wasted through inefficient work methods. This expert said these people feel management is not paying enough attention to them as individuals, that an efficient, conscientious employee is usually treated the same way as a substandard performer, that techniques that can improve the efficiency of workers from 15 to 30 percent are being overlooked by the vast majority of companies.

The column, written by Sylvia Porter, went on to make several suggestions to employees who wanted to make contributions to improve their work situations. Employees were advised to think how they can eliminate bottlenecks or frustrations in their job and pass

along their ideas to their superiors. They were told not to expect management to "know it all," that by being closest to their work, they are in the best position to know how their operations can be improved. They were advised never to downgrade their own ideas, that their employers want their ideas, and that they will get credit for their efforts.

That's what we are telling you with this new program. We're telling you that we want your ideas and that employees will be rewarded for the ideas that are put into practice. We're telling you that we want our employees to tell us how we can increase production, efficiency, and service. We want your ideas on how we can eliminate accidents and red tape. We want your ideas on how we can reduce waste, lower costs, and eliminate errors. We want your ideas that will lead to better morale, better methods, better use of equipment.

Ideas that lead to savings of money will result in cash prizes of up to $1,000, depending on how much is saved. And let me say I hope we spend a lot of money on these awards, because that will mean we have saved a lot more money for the taxpayers of this state. I am excited about this program, and I hope that you will be. I know how many good ideas our employees contributed to our efficiency study, and I know how many good ideas have reached us in other ways. I know that there are a lot of you who have ideas that we need to know about, and I hope you will use this new system to bring them to our attention.

In business, rising productivity is the answer to controlling the cost-of-living spiral and in bringing about maximum production and maximum profits. In government, we don't produce goods and we can't make a profit. But we can make an even greater contribution to this state and its people by having a balance sheet that shows that we are giving them a full dollar's worth of services for every dollar they entrust to us through taxes.

That is our challenge. Together, we can prove that we can meet that challenge in North Carolina.

[1]The first award went to Robert A. Merritt of Kinston, a resident engineer with the Department of Transportation, for his suggestion that woven wire fence posts enclosing the right-of-way on highways be 12 feet apart rather than 10. It was estimated that implementation of this idea would save the state $125,000 on 1977 projects. The $1,000 award to Mr. Merritt was made on August 12, 1976. See news release of Governor Holshouser, August 12, 1976.

[2]The Sylvia Porter column to which Governor Holshouser referred was published in the September 17, 1975, issue of the *News and Observer*.

GOVERNOR'S CONFERENCE ON READING "CHARGE TO THE STATE"

WINSTON-SALEM, SEPTEMBER 24, 1975

[On August 13 Governor Holshouser issued a news release announcing formation of a statewide citizens group "to develop North Carolina's potential to improve the level of reading ability in the state." Coordinated by the Learning Institute of North Carolina, the Citizens United for the Improvement of Reading and task forces in the counties would be involved in many projects and would call on many North Carolinians during the ensuing months. A statement on the new reading program was issued by the governor at a news conference on August 21, and this was followed by a proclamation of "The Year of Reading in North Carolina," to begin September 1.

At the Conference on Reading, there were workshops, seminars, and demonstration sessions led by nearly 100 North Carolinians in addition to a number of outstanding people from elsewhere in the nation. Support for the two-year project was provided by the Mary Reynolds Babcock Foundation, the Z. Smith Reynolds Foundation, and the North Carolina Association of Educators.

Governor Holshouser addressed the conference twice. On September 22, the opening day, he gave his "Charge to the Governor's Conference on Reading," in which he challenged the participants not to look for those on whom blame might be placed for the problem but to find solutions whereby all North Carolinians would learn to read. He urged his listeners to make the conference the beginning "of something great, something of historical achievement for generations of North Carolinians to come." In his September 24 remarks, he presented his "Charge to the State," published below.]

Thomas Edison gave us the light bulb. He turned darkness into day. He illuminated the world. They called Thomas Edison a genius, and he was. Only a genius could have accomplished what he accomplished. But the wisdom of Thomas Edison was best summed up with a little bit of extra light that he shed for all of us when someone asked him what made a genius like him.

"Genius," said Mr. Edison, "is one per cent inspiration and ninety-nine per cent perspiration."[1]

Since we first gathered here Monday morning, we have received much more than our 1 percent of inspiration—enough to make a genius of each and every one of us. We've shed some perspiration, too. A lot of people worked many hours to make this conference possible, and many other people have put in some hard work for the last three days in making this conference a success.

Outstanding speakers have stood on this platform and made us all think, whether we always agreed or not. We have heard about some good things that are happening here and there, in this community and that one, in North Carolina and elsewhere. We've heard about programs that are working and about others that show great promise of success.

We end this conference this afternoon with every reason to believe that this problem is one that we can solve. I hope each of you leaves with the feeling that there are ways to reach those adults in our state who never learned to read and to make it possible for every child in North Carolina to learn to read to the fullest of his abilities, so that he can be a success in school, in his work, in his life.

We have come together—hundreds of people from all walks of life, from in and out of education—to do a job, and it's a job that can be done. But this is just the beginning of the work we have to do. Several weeks ago, when we announced plans for this reading conference, I said that I did not intend to have just another conference. I said then that if it was going to be just another conference, I would just as soon drop the whole idea.

There is nothing more cruel than raising people's hopes and then letting them fall to the ground. If we were to fail to follow through on what we have begun here this week, we would fail this state of ours and fail all its people in the future. That's why this conference is, and must be, only a beginning.

It must be the beginning of a broad, massive, statewide effort, one that will involve thousands of North Carolinians in a commitment to this common goal—the goal of eliminating the problem of illiteracy in North Carolina. The groundwork has been started. In every one of our 100 counties, citizens are organizing into task forces under the banner of Citizens United for the Improvement of Reading. Already some outstanding men and women, people who already have demonstrated leadership and civic responsibility in their communities, are accepting the challenge of heading these task forces. They are moving out into the community, asking others to join them, to join us, in this effort. These local groups will look at what's going on in their counties. They will examine where we are. And they will do whatever is necessary to stimulate local interest in the issues involved.

These local task forces will establish the goals toward which they will work for the next twelve months, eighteen months, or twenty-four months. They will be assisted by the outstanding staff that has

been assembled by the Learning Institute of North Carolina. The programs decided on in each community to reach that community's identified and specified goals then will be incorporated into the ongoing work of existing local agencies.

Obviously, all of you who have participated in this conference will be among the key people in this great effort. To a large extent, it is up to you whether this program will be a failure or a success. It won't be easy, and I don't think any of you expect it to be. It's going to take hard work. It's going to take inspiration, and it's going to take a lot more perspiration.

It's going to take all of us and a lot more people. My appeal today is to *all* North Carolinians to join with us, to roll up your sleeves and put yourself into this cause.

For 200 years, that has been the genius of our people in North Carolina—to take an inspiration, blend it with a lot of perspiration, and join together in a common cause.

As we approach our nation's bicentennial, let this be our cause. Let us make this year of celebration a year of dedication to the goal of abolishing illiteracy once and for all in this great state of ours.

[1]Thomas Edison in *Life*, [1932], Chapter 24, quoted in Bartlett, *Familiar Quotations*, 811.

STATEMENT ON NATURAL GAS MISSION TO SOUTHWEST

RALEIGH, SEPTEMBER 27, 1975

[In the winter of 1974-1975, problems relating to supplies of natural gas were continuing to plague the Holshouser administration. On January 31 the governor had gone to meet with President Ford in Atlanta, Georgia, and there he and seven other southeastern governors had discussed the natural gas problems. A few days earlier he asked the Federal Power Commission to loosen its restrictions on the purchase of emergency natural gas by the Transcontinental Gas Pipe Line Corporation. North Carolina had relied totally on Transco for gas, and cutbacks in December had hit the state particularly hard. Though alternate fuels had been made available from the state's energy office, these supplies were also low; and though Transco had restored some of the gas lost by the state by lowering North Carolina's overall cutback from over 45 percent to 41 percent, the decrease was still severe.

By the fall of 1975 Governor Holshouser and a group of North Carolina industrialists went to Louisiana, Texas, and Oklahoma in an effort to obtain adequate supplies of natural gas. They discussed with natural gas

producers the possibility of direct purchases for the winter of 1975-1976. In the months following the mission to the Southwest, a chart was published in *Time* magazine which showed the shortfalls for various states, with North Carolina leading the list at 29 percent. Shortages hit industries harder than homeowners and small businesses, because the latter were given priority in obtaining supplies of the fuel. In late November, 1975, the governor reported that the Federal Power Commission had worked out a plan whereby more natural gas would be made available in the state, but indicated that Tar Heels were still "not yet completely out of the woods. . . ." The commission-approved changes in natural gas allocations made it possible for North Carolina to receive 60 percent of its winter demand. Officials had forecast the possibility of as many as 55,000 people being laid off because of plant closings as a result of the shortage of natural gas and fuel. See news releases of Governor Holshouser, January 7, 9, 23, 31, 1975; *News and Observer,* May 7, June 7, 25, July 6, 15, 27, December 1, 1975; "Row Over Scarce Gas," *Time* (October 13, 1975), 61.]

I have come back to North Carolina more convinced than ever that action by Congress to relieve the natural gas shortage is a necessity if we are going to avoid some very serious problems this winter. Our trip was successful in that we now have the names of more than a dozen independent producers who are in a position to supply natural gas to North Carolina industries.

We now have the job of following up on discussions by determining which industries are eligible under the Federal Power Commission ruling to purchase the unregulated, intrastate gas and to make certain that they are put in contact with the firms in the Gulf area so that they can begin making arrangements as to price and transportation. Obviously, the time crunch we face is serious since the industries that need natural gas will have to be able to work out the details before the winter curtailment season starts November 15.

I expect our Energy Division in the Department of Military and Veterans Affairs to coordinate this follow-up process by contacting our industrial natural gas users and advising them of the steps needed to be taken to begin negotiations for a natural gas supply.

In the three states we found a number of independent producers who are frankly scared of the Federal Power Commission and of getting pulled into the national regulatory process by having anything to do with interstate shipments. However, despite these fears, a number of them indicated they were willing to go ahead and negotiate with our industries. In each of the three states, the

governor's office helped us arrange the meetings with the producers and indicated their further cooperation in trying to help work out the problems. We received the best reception in Oklahoma, where Governor David Boren[1] chaired the meeting himself and encouraged the producers in his state to help us deal with this serious problem.

We also expect full cooperation from Transcontinental Gas Pipe Line Corporation, the pipeline company serving North Carolina, and from our three major North Carolina distributors in working out the arrangements for transporting the additional natural gas through the various pipelines.

We would prefer, of course, to be able to rely on our normal supply and distributions system to fill our natural gas needs and to let private enterprise get the job done. But it is obvious that the only way this can happen is for Congress to enact legislation that will provide immediate relief for this winter's severe shortage and that will open up more natural gas production on a long-range basis.

Some weeks ago I met with the North Carolina congressional delegation to explain the situation we face and the alternatives for dealing with this problem. Almost to a man, our delegation is behind the proposals for deregulation of natural gas, with the notable exception of Senator Morgan.[2] I can only hope that we can persuade him to join with us in time to keep a lot of North Carolina workers from losing their jobs this winter.

[1]David Lyle Boren (1941-), governor of Oklahoma; B.A., Yale; M.A., Oxford (England); J.D., University of Oklahoma; lawyer; former professor, Oklahoma Baptist University; member of Oklahoma House of Representatives, 1966-1975; became governor of Oklahoma, 1975. *Who's Who in Government, 1975-1976* (Chicago: Marquis Who's Who, Inc., Second edition, 1975), 62, hereinafter cited as *Who's Who in Government, 1975-1976.*

[2]Robert Burren Morgan (1925-), lawyer and United States senator; native of Lillington; B.S., East Carolina University; LL.B., J.D., Wake Forest; former clerk, Harnett County Superior Court; state senator, 1955, 1959, 1963-1967; president pro tem of Senate, 1965; elected attorney general November, 1968, and reelected in November, 1972; became member of U.S. Senate, 1975. *North Carolina Manual, 1973,* 523-524; *Who's Who in Government, 1975-1976,* 433.

REPORT TO THE GOVERNOR'S EFFICIENCY STUDY COMMISSION

RALEIGH, OCTOBER 13, 1975

[Governor Holshouser presented this report in the Archives and History-State Library Building Auditorium. In it, he gave an optimistic

report on the effects of the Efficiency Study Commission, citing the large percentage of recommendations which had been implemented at huge savings to the state.]

It's a pleasure for me personally to welcome each of you here once again. It's been a while since we have all been together, although I have had the pleasure of seeing many of you from time to time since our last meeting as a group. I'm glad we have the opportunity to get together again. For me, it's another chance to express my deep personal gratitude to each one of you for the outstanding contributions that you made for all the people of this state through your service on the Governor's Efficiency Study Commission.

These things are important, but we meet today for more than these reasons. I didn't invite you here simply for the sake of having a reunion. I invited you here because we in state government have a responsibility to you, as well as to all the people of this state, to keep you informed about what has taken place since you made your recommendations in October, 1973.

One of the areas in which government in this country has fallen short in recent years is in the area of accountability. One of the reasons that the Governor's Efficiency Study itself was begun with the first executive order I signed in January, 1973, was because of my deep conviction that state government has a responsibility to do everything possible to assure the people of North Carolina that their tax dollars are used as economically and wisely as we know how. That's part of what accountability is all about.

When we called on you and your companies to do this study of state government later in that first month of this administration, we realized then that you had a right to expect to be kept abreast of how your recommendations were being implemented. For the work you performed, we owe you an accounting, as well as the public at large.

In October of 1973, when we received your 676 recommendations, we paid special attention to this particular statement in your report, and I quote: "Proven systems and control procedures . . . indicate 40% to 60% of the recommendations can be implemented within 18 to 24 months. However, an aggressive follow-up program must be established to achieve this goal."[1] We established that aggressive follow-up program. And, as we have noted in periodic reports that we have given on the progress of the implementation process, we have been able to stay ahead of the pace that your report mentioned.

Today I would like to give you an up-to-date report on the progress that has been made in the two years since you delivered your report to me. I hope you will be as pleased as I am with the accomplishments that have been made. I know that each of you is particularly interested in finding out about the implementation of the recommendations that you had a hand in shaping. So that you can get a detailed look, we have arranged small meetings with the particular agency heads and implementation leaders following this session.

But allow me first to fill you in briefly on the overall picture and hit a few of the high spots. First of all, let's look at the figures. As you will recall, the study embraced almost all of the executive branch of our state government—the offices of governor, lieutenant governor, the nine executive departments whose secretaries answer to the governor, our university system, and six departments headed by elected Council of State officials who accepted our invitation to join in this great opportunity.

In all, your commission made 676 recommendations. Of these, it was determined that 580—or approximately 85 percent—could be implemented by executive action, while the remaining 96 would require legislation by the General Assembly. By your own estimates, these recommendations would bring annual savings and additional income totaling approximately $80 million.

Of the recommendations requiring executive action, 356—or 61 percent—have been implemented. Another 110—or 19 percent—are in the process of being implemented. Another 35 recommendations—or 6 percent—are still under study for various reasons. And 79 recommendations—about 14 percent—are considered by the agencies to be unacceptable at this point.

Of the 96 recommendations requiring legislative action, the breakdown goes like this: 23 recommendations, or 24 percent, have been implemented; 17 recommendations, or 18 percent, are in process, meaning they have been enacted by the legislature but not yet gone into effect; 23 recommendations, or 24 percent, required more study, or have the agency's backing but have not yet been taken to the legislature; 33 recommendations, or 34 percent, have been found unacceptable, either by the agencies involved or in the legislature itself.

Now, let's look at these recommendations in terms of dollars. Of the 676 total recommendations, the 379 that have been implemented represent an annual savings or income value of $60,529,000. That's 76 percent of the potential savings and income projected by

the commission. The 127 recommendations that are in the process of being implemented represent an annualized savings and income value of another $22,529,000. That's another 28 percent of the potential dollars estimated by your study.

In summary, of 676 total recommendations, 379 have been implemented for a total annual savings of $60,529,000 while another 127 recommendations are in process of being implemented and will mean another $22,529,000 in annual savings. Projecting into the months ahead, we find that of the 676 recommendations, 506 will be implemented, meaning an annual savings of $83,058,000—or $3 million more than the savings predicted in your study. Let me repeat that. The savings we expect by the end of the next 18 to 24 months will exceed by 5 percent the *total* savings your commission projected if *all* of the 676 recommendations were implemented.

You can be very proud of this achievement. It was you who, at no cost to the taxpayers of this state, showed us how we could save dollars for the taxpayers—millions of dollars. It was you and your colleagues who couldn't be with us today who dug out the wasteful or unnecessary practices that were going on in state government. It was this group of people who told us how we could do a better, more efficient job on a day-to-day basis of carrying out our responsibilities to the people of this state.

As I have said many times, this study could not have been undertaken at a better time. When the study was begun, our state government was in an enviable position financially, and our state as a whole was enjoying prosperity. It was important then, when we seemingly had plenty of money at our disposal, that state government demonstrate to the people that we did not intend to handle their tax dollars lightly or without regard for efficiency or economy.

When the national, and worldwide, economic downturn began to hit us hard, we counted ourselves fortunate that the implementation of your recommendations was well under way. With thousands of North Carolina families struggling to make ends meet, and with hundreds of businesses taking austerity measures to show a profit or even to stay alive, it was more important than ever that we demonstrate that we were committed to eliminating wasteful and unnecessarily expensive practices.

More than that, we found that inflation was having the same effect on state government as it had on everybody else. All across the board, we had to find ways to cope with increased costs of operation. The revenue growth that we had enjoyed so long began to taper off significantly. This meant that any dollars we could save

were needed, not just to build a surplus or a "credit balance" but to allow us to continue to carry out the necessary and essential programs and to avoid serious curtailments in the services that we had been charged with providing to the people.

Let me give you a few examples of some of the important actions that have been taken as a result of recommendations by your Efficiency Study Commission. Nowhere in state government has the decline in the economy been felt with more impact than in our Department of Transportation and, in particular, our highway program. Our program of building and maintaining the largest state-supported system of highways in the country depends almost exclusively on the gasoline tax. This source of revenue has been hit hard not only by general economic conditions, but by the reduced consumption of gasoline that inevitably resulted from the energy shortages. At the same time we began experiencing a slowdown in the growth of Highway Fund revenues, the costs of building roads was rising dramatically.

It was fortunate then, though admittedly ironic, that the Efficiency Study Commission had found so much room for improvement in the practices that were being followed in the Highway Division when you went to work in early 1973. We are fortunate, too, that so many of your recommendations have been implemented, resulting in major savings of dollars that can be put into good use in our highway program. Of the 82 recommendations you made in the Division of Highways, 72 have been partially or totally implemented so far. These have resulted in annual savings of $8.9 million, plus a $15.1 million one-time savings. The one-time savings resulted from a 15 percent reduction in the highway equipment inventory—cars, carryalls, trucks, mowing equipment, and motor graders. Had the equipment inventory not been reduced, we would have had to spend $3.1 million more each year just to keep them in parts, fuel, and tires. This would have meant that $3.1 million less would be available each year for maintaining our roads.

Another example of the impact the study has had on highway operations was in the establishment of a four-day work week, ten-hour work day, for the division's field forces during the summer months. After a pilot test was made in two divisions, this recommendation was implemented last summer in all fourteen divisions. This one step alone has resulted in an annual transfer of over $900,000 from nonproductive to productive work. Substantial savings were realized from the reduction of approximately 167,000 manhours of unnecessary travel and "job set-up" time. In addition,

this step has brought about a reduction of over 200,000 gallons of fuel.

Major savings in the Department of Transportation resulting from your recommendations were not confined to the Highway Division. In the Division of Motor Vehicles, two simple steps that were recommended in your report have resulted in savings of $700,000 a year for the taxpayers of North Carolina. This figure includes a $500,000 savings resulting from the switchover from new motor vehicle license plates every year to the multiyear plates that went into use for the first time this year. Since there was a large initial outlay in the 1974-1975 budget to produce the more durable plates, we will actually start realizing this savings in 1975-1976. The other $200,000 has been saved by the use of a new inserting machine for postage. Since postage rates are going up, this savings will enable the division to absorb the higher cost of postage without an increased appropriation.

In the Department of Correction, we found a sad lack of sound management practices when we took office in January, 1973. Largely as a result of your recommendations, the department now operates at a substantially higher level of efficiency, resulting in significant savings of tax dollars. So far, 78 percent of your recommendations for this department have been implemented. By March 1, 1976, the department estimates that it will have completed implementation of 40 of the 42 recommendations. The 35 recommendations implemented so far have yielded an annual savings of $4,654,400 with a one-time cost of $371,000, while the remaining recommendations will yield an additional savings of more than $2 million.

Let me give you a few examples. Several similar but fragmented functions that have been carried on by the department have been consolidated in the office of the secretary, resulting in a total annual savings of $350,000.

Major reorganization also has taken place in the Division of Prisons, with the principal objective of improving the structure and administration of the division's statewide field operations. The various steps taken toward this end have generated a total annual savings of $1.2 million.

Major improvements also were made in a reorganization of the Division of Adult Probation and Parole. Probation and parole officers now are able to do a much better job, and management in the overall program has been strengthened. For example, each super-

visor in the division now has to oversee only 29 officers as compared with 51 before the reorganization was done.

Before leaving the Department of Correction, let me mention one other step that has been taken that not only was the *right* thing to do from a human standpoint, but the sensible, sound thing to do from a management standpoint. I refer to the removal of all young men under the age of eighteen from the adult prison units and placing them in a system with other youthful offenders their own age. By joining together three institutions into the Youth Services Complex, we can now do a much better job of addressing the specialized treatment problems of these youthful offenders. And by closing down the Samuel T. Leonard School (now the Sandhills Youth Center) as a youth development facility and making it part of the Youth Services Complex, the department realized a one-time cost avoidance of approximately $15 million.

Many of the recommendations that you made were just plain common sense, but it took something like the Efficiency Study Commission to bring about actions that were long needed. For example, you recommended to the Department of Administration that the state construct office buildings in five major cities where it was paying rent for more than 10,000 square feet of office space. These buildings are now under construction, and it is expected to represent a potential savings of $452,000 a year in reduced rental costs.

Another situation that you found in your study two years ago was that nearly every agency of state government seemed to be in the printing business. You recommended that a single, central duplicating center be established to serve the needs of all the agencies. On July 1 of this year, implementation of this recommendation moved forward with the establishment of the Government Printing Office. It now encompasses two agencies in addition to the Department of Administration itself. Under present plans, one additional agency will be added each month until all have been absorbed in the central operation. Full operation is expected by July, 1976, bringing about annual savings in printing costs to state government of $315,000.

I would like to tell you a little bit about what every agency has done to put your recommendations to work for the people of this state. Every agency that participated in this program can take pride in what has been accomplished and will be accomplished as they continue to tighten up their practices through the implementation of other recommendations now in process. But time is limited, and

you will be able to get a much more detailed picture of what has happened in the various departments in the smaller meetings to follow.

But before I turn you over to the department people, let me make a couple of other points. First of all, this administration is committed to the belief that government has a responsibility to the people it serves, a responsibility not only to search for new ideas and better ways of helping the people do the things they can't do for themselves, but a responsibility, too, of proving that it cares about how it takes care of the money that the people place in its care.

Good management, like liberty, requires our eternal vigilance. It would not have been enough for us simply to implement your recommendations and say our job had been done. From the very beginning the cabinet secretaries in this administration have been instructed to keep a constant eye open for waste in their departments and to look always for ways to do their jobs more efficiently, more effectively, and more economically. This we have tried to do and will continue to try to do for the remainder of this administration.

Let me give you just one example—one that I am sure that you have read or heard something about. By turning over to a private company the administration of the Medicaid program, our Department of Human Resources is saving North Carolina taxpayers some $14 million without a loss of one penny in aid to a single Medicaid recipient who is eligible for this assistance. This wasn't a recommendation of your commission; I doubt that any of us were aware at that time that this possibility would be presented to us. But it's the kind of thing that we set out to do back in January, 1973, and that you did so well through your outstanding work on this important project.

Your efforts will live on, not just as savings are realized from the recommendations that you made but as we make the work that you started here in early 1973 a continuing part of state government in North Carolina.

I don't have to remind you of the very first recommendation that is found in the report that you presented to me two years ago this month. It was a recommendation that an Office of Administrative Analysis be established to continue the work of cost reduction and increased efficiency by improving the organization, the methods, and the procedures of North Carolina's state government. That office is now at work in the Department of Administration and will continue to be, I am sure, for many, many years to come.

It's a tribute to you, to the more than 34,000 man-hours which you gave to this effort and to the almost 200 private businesses that donated the money and the manpower to do this job. You have earned the continuing gratitude of your fellow North Carolinians.

[1]"Implementation," *Governor's Efficiency Study Commission* ([Raleigh: State of North Carolina], 1973), 215.

STATEMENT ON SHOOTING OF STATE TROOPER

RALEIGH, OCTOBER 17, 1975

The vicious shooting of State Highway Patrol Trooper Harry Edward Stegall[1] was just another tragic example of the great risks that our law enforcement officers have to take today. Along with my prayers for Trooper Stegall's recovery and the apprehension of the person or persons who shot him, it is my hope that this attempt on his life will help to make the people of North Carolina more aware of the dangers that law enforcement officers have to face as they try to protect the citizens of our state.

I have sent the following telegram to Trooper Stegall's parents, Mr. and Mrs. James B. Stegall:

Mrs. Holshouser and I have just learned of the tragic shooting of your son. We wanted both of you to know that we are praying for his recovery from this unfortunate incident. We are thinking of you and your family during these very difficult moments. If there is anything we can do, please do not hesitate to get in touch with us.

[1]Stegall was shot four times in the neck and chest on October 17 when he stopped a speeding motorist on U.S. 74 bypass near Laurinburg. He was flown in a military helicopter to North Carolina Memorial Hospital in Chapel Hill, where he underwent surgery. He had stopped a compact, foreign-made station wagon and had asked to see the driver's license. Stegall was shot while looking at the license and the motor vehicle registration. It was thought that the criminal was an outlaw charged with murdering a Wilmington teen-ager a day earlier. The following day, October 18, Gregory Hudson Jones of Decatur, Georgia, was captured in a bean field near Gibson. He was found armed with the service revolver of Patrolman Stegall, whom he was accused of shooting. Stegall was taken off the guarded list at Memorial Hospital and reported in stable condition, after having been reported in critical condition following surgery the preceding day. After the shooting he had managed to return to the patrol car, radio for help, and inform authorities that the name on the license was Jones. The assailant had retrieved his license and registration prior to fleeing from the scene of the crime. *Greensboro Daily News*, October 18, 19, 1975.

NORTH CAROLINA ASSOCIATION OF CERTIFIED PUBLIC ACCOUNTANTS SYMPOSIUM

CHAPEL HILL, OCTOBER 22, 1975

[The governor, speaking to accountants, was optimistic as he presented facts about the economy in North Carolina. Though nationally there had been a recession for some months, the governor felt that things were looking up for the Tar Heel State. Unfortunately, however, by the spring of 1976 when revenues were not coming in as expected, state agencies were suddenly faced with severe restrictions in expenditures of funds appropriated to them for travel, equipment, supplies, and in some agencies even more basic needs.]

There are many things that I could talk with you about today, but I would like to spend most of the time you have given me to discuss a subject that is of vital concern to everybody: the state of the economy in North Carolina. I think there are some things that need saying today, not just to this audience but to all North Carolinians. I hope that what I have to say will be informative, as well as encouraging, to all of you. When we look at the economic picture in North Carolina, we first have to recognize that it cannot be separated from the national economic picture or even the world's economic picture. As we look at the national economy, we have to recognize that some uncertainty still exists among economists, just as it has existed for more than a year.

But by and large there is reason for optimism. There is no question that the recession is over. The only real questions that remain concern the rate of growth and the duration of the recovery. Certainly, most of the signs are positive. Across the nation, personal income, retail sales, industrial production, and employment have been moving upward over the last several months. The broadest measure of all of the nation's economic health, the Gross National Product, grew 11.2 percent during the three-month period ending in September—the biggest quarterly increase in twenty years. This growth exceeded everybody's expectations; and coupled with the surprising trade surplus, it gives strong indications that steady improvement is ahead.

We have to be especially encouraged by the sales of 1976 model automobiles during the first few weeks since their introduction. These strong sales have come on the heels of a good showing in new car sales during the closeout of the 1975 models. It's an economic fact in this country that two industries, automobiles and housing,

usually lead the nation out of a recession. And although the housing industry is not yet booming, the number of housing starts has increased about 30 percent since the low point last winter and is expected to continue to improve during the next year.

When we turn to the general economic outlook for North Carolina, we have all the more reason to be encouraged. In North Carolina we were one of the first states to enter the recession. We have been one of the states most severely affected by the recession. But we also will be one of the first states to recover from the recession. In fact, as the *Charlotte Observer* put it Monday, "The Carolinas, which led the nation going into the recession, now seem to be leading the nation out of it." All of the signs, in fact, indicate that we are in the early stages of an economic recovery.

Employment is increasing, and unemployment rates are declining. Our industrial output has been increasing since late summer. New orders are coming in, and personal income is on the rise. There are two principal reasons why we are experiencing this early recovery in North Carolina. One is the structure of our state's economy. The other embraces the wise planning and some pretty humane efforts that have been carried out by our state's industrial leaders. Basically, North Carolina is still a consumer-oriented state producing a wide variety of nondurable goods. Although in recent years we have experienced rapid industrialization and a strong influx of heavy industries, these nondurable goods industries still dominate our economy. We know that as real personal income increases and confidence on the part of the consumers grows stronger, the nondurable goods industries are the first to experience the benefits of growing consumer demand. For this reason we are already seeing output increase and employment rise earlier in North Carolina than in the nation as a whole.

Everybody in this state owes a special debt of gratitude to the foresight that many of our leading industries have shown in planning ahead for the rainy day that came to our economy.

In other states, many industrialists permitted their inventories to grow rapidly, even in the face of declining demand. But in North Carolina our industrialists made a real effort to hold the line. This wise planning has meant that the liquidation of inventories—a necessary first step for an economic recovery—has occurred sooner and more rapidly in our state than in many other parts of the country.

We can also be grateful for the way so many of our leading companies varied their production schedules to allow their employees

to participate to the maximum in unemployment programs while still maintaining payrolls. In some cases, this practice has enabled people to combine unemployment benefits with short work weeks to maintain their incomes at or near their normal levels. These policies have been extremely important in preventing our state personal income from dropping severely. And there is no way of really measuring what it has meant to the people involved, to maintaining the high morale and loyalty of employees during this critical time in their lives.

Looking now to the current situation, one of the brightest spots of all in North Carolina's economic picture is the decline in our unemployment rate. For many families these are still difficult times. But there is no question that, for our state as a whole, the worst is over and that thousands of people are already back on the job.

Employment in North Carolina peaked a year ago this month when 2,037,000 Tar Heels held jobs. This was followed by a nine-month period of decline that reached a low of 1,959,700 workers in July. In September employment had risen back up to 2,014,500 people, and all indications are that the figure for October will be even higher. Unemployment in the nonagricultural sector in our state, traditionally well below the national average, hit a peak of 11.7 percent last March when the national unemployment figure was 9.1 percent. Since then it has declined in five out of six months. In September, the most recent figures now available, unemployment in North Carolina once again had dropped below the national average—7.3 percent as compared with about 8.2 percent for the entire United States. And the rate in North Carolina should decline still further during the current month.

Let me point out that these figures are for all nonagricultural unemployment. When we look at only the workers insured under the Workmen's Compensation Act, we find even more dramatic improvement. From a high of 12.6 percent in January, the unemployment rate for insured workers dropped to only 6 percent in September, including even those on extended benefits, and has remained at that level for the first two weeks in October. Looking ahead, we expect the increase in employment to gain momentum while unemployment rates should continue to decline. As employment increases, and, we hope, inflationary forces weaken, we look for both dollar income and real personal income to increase steadily in North Carolina throughout the year.

The greatest strength in real personal income gain is expected to come in the sectors outside agriculture. Because of declining prices

paid to farmers and higher production costs, particularly for energy and fuels, real personal income in the agricultural sector is expected to decline moderately this year. Unfortunately, the profits picture is not so encouraging as the income picture as a whole. The combination of diminishing inventories and the earlier drop in sales by manufacturers obviously had an impact on profits. So we look for a 15 to 20 percent drop in profits in North Carolina in calendar 1975. However, as the economy continues its recovery this year and expands still more in 1976, we expect corporate profits to experience an equally rapid expansion.

It might be interesting at this point to take a brief look at the short-run expectations of some of North Carolina's leading industries. One economist, in backing up his contention that North Carolina's recovery is running four to six months ahead of the nation's, points to the sharp improvement in the textile industry. This major industry was one of the most severely hurt by the recession with its output dropping at one point to 55 percent of capacity and its unemployment reaching 18 percent of the work force. But fortunately the textile industry did not permit its inventory to expand rapidly. Thus, as sales began to pick up this summer, the industry began to recover. In July, textile mill production, while still below the level of last year, was 20 percent above the low point reached in February. Most textile plants are now running full five-day schedules. Thousands of textile workers are back on the job. However, the return to 24-hour-a-day operations and substantial overtime employment is not likely to occur in the near future. The picture for the apparel industry is almost identical to that in textiles.

In the furniture industry, sales were depressed by a combination of factors: falling real personal income, declining housing sales, and the completion of retail inventory building to guarantee quick delivery after sales. As real personal income expands, and with only a very modest recovery in housing starts forecast, we look for furniture sales to increase moderately in the near future. While the industry probably can't look forward to a repeat of the boom of 1973, it may approach full capacity in the latter part of 1976.

The North Carolina construction industry, like the construction industry everywhere, was severely depressed in 1974 for a variety of reasons: a shortage of mortgage funds, the high interest rates, soaring building costs, declining real personal income, and a lack of consumer confidence. In recent months there has been a steady flow of funds into savings and loan associations, making mortgage

funds more readily available. Interest rates on mortgages have first declined, and then remained fairly steady, while construction costs have continued to increase, but at a slower rate. In all honesty, we can't predict that the housing booms of 1972 and 1973 will be repeated in the near future. But a modest increase in housing starts is predicted for late this year, and the rate of increase should rise slightly in 1976.

Looking at one of North Carolina's fastest growing industries, machine manufacturing, we find a situation almost exactly opposite that of textiles and apparels. This industry, including nonelectrical and electrical machinery as well as trucking equipment, was one of the last to feel the impact of the recession; and it will be one of the last to recover from it. The outlook is for this industry to experience a drop in inventory and in employment during the rest of 1975 but recover substantially next year.

Of North Carolina's major industries, the service industry, including government, is the most immune to economic fluctuation. Our people involved in trade should experience substantial gains in the remaining months of this year and in the year ahead as the real personal income of our people increases.

Finally, what does all this mean to our state government? What is our state revenue picture? First of all, let me say here and now that recent reports that our state General Fund will be in serious trouble by the end of this fiscal year are, at best, somewhat exaggerated. Yes, it is true that collections from the various taxes that comprise the General Fund and support most of state government rose only about 1 percent during the first quarter of this fiscal year as compared with the same three-month period over a year ago. Yes, it's a fact that revenue estimates for the entire year project a growth rate of almost 9 percent. But it is also a fact that the first-quarter collections this year were less than 1 percent—0.7 percent to be exact—below what we estimated we would collect during that period. To put it another way, we didn't estimate that revenue collections during this quarter would exceed last year's by 10 percent; we estimated a growth rate of only 1.6 percent over the same period a year ago. So the difference in what we expected and the amount we collected was only $2.6 million—out of total collections of some $360 million.

If this first quarter, July through September, could be considered the pacesetter for the year, we would be in trouble. But it should be remembered that revenue collections for that quarter reflect the economic conditions of one to three months earlier when we were

still deep into the recession and our unemployment was high. On the other hand, the July-September, 1974, quarter was the strongest during that entire fiscal year. So even the small increase registered over that quarter should be regarded as a favorable sign for the current fiscal year.

In other words, rather than viewing the General Fund outlook with alarm, we think there is every reason for hope and confidence. We expect the last half of fiscal 1975-1976 to be strong economically while during the last half of fiscal 1974-1975, as we all know, we were still deep in the recession. Thus growth in revenue should be strong. It was estimated by the legislature that General Fund revenues will increase by 8.8 percent during 1975-1976 and somewhere between 10 percent and 12.9 percent for 1976-1977. How close we come to those estimates won't be known for awhile. But even if we do fall short, normal savings in expenditures should be more than sufficient to balance the budget.

That's not to say that we will find ourselves quickly returned to those happy days when we had big credit balance and seemingly plenty of money to spend on expanding and beginning programs. The state of North Carolina again will be faced with hard choices in the coming biennium. The anticipated rate of growth will greatly curtail our ability to implement tax reductions or to enact new and expanded programs. But we do believe that there is every reason to be optimistic that we will be able to continue providing North Carolina's people with the services and programs that they have come to expect from their state government with the revenue sources that we have now.

In summary, let me emphasize that I believe our economy is on the way to recovery. The only real remaining problem that is causing concern among economists has to do with inflation. As one North Carolina economist put it, "If inflation starts to surge back, I believe it could destroy consumer confidence and send us back into recession." Predictions by state economists are that the inflation rate will drop to around 7 percent this fiscal year and to about 5.5 percent in 1976-1977.

In North Carolina we have the additional concern that unless something is done to assure us a more adequate supply of natural gas, thousands of our people will be put out of work. And, let me tell you, a person who is out of work or an industrialist who has to close up shop because of natural gas shortages doesn't feel any different than if it had been caused by an economic recession. It hurts

him and our total economy in North Carolina just as badly either way.

In closing, let me say that these problems are everybody's problems, and the solutions are everybody's job. It was suggested to me that I might offer to you some ways that accountants can help their state and their country. I will tell you what I would tell any responsible group of people in North Carolina. You can help your state and your nation by insisting that sound fiscal management, economy, and efficiency are practiced in all levels of government. You can help by supporting efforts in Washington to remove unnecessary regulations that restrain our free enterprise system and fuel the flames of inflation. You can help by insisting that your congressmen and your senators support legislation that will make it possible for our people and our industries to obtain adequate supplies of natural gas, now and in the future. You can help by supporting efforts to conserve energy and by practicing energy conservation methods in your own daily lives. And you can help by getting involved in the political and governmental affairs of your community, your state, and your nation—not just by voting, but by supporting the candidates and the parties of your choice with your dollars, your brains, and your energies.

All of us who care about this country, about our system of government, and about our way of life should do no less.

SUMMARY OF SPEECH TO TRUSTEES AND BOARD OF GOVERNORS FOR THE UNIVERSITY OF NORTH CAROLINA

BOONE, OCTOBER 23, 1975

Since the reorganization of higher education in North Carolina, three years and four months earlier, many changes had occurred. For years a primary concern in higher education was finding space for mushrooming enrollments, but declining numbers were affecting the institutions as the "war baby" boom ended. The recession was also a factor in the decreased enrollments.

The governor said the people wanted to know and had a right to know how their money was being spent. The needs of higher education had to be balanced against other needs in the state. Long-range planning was essential, as was a continuing review of existing programs; a conscious effort had to be made to eliminate duplication and waste, the governor noted.

Governor Holshouser advocated the sharing of talents through joint appropriations and by permitting students, gifted teachers, and administrators to move among campuses within reasonable distances. Wider use of modern technology, such as computers and educational television, was also supported. He suggested that experiments in the field of education could be utilized to advantage by institutions in addition to the ones conducting these. Several universities could work jointly to plan educational reforms, monitor experiments, and the like.

The chief executive also urged the universities to act in a leadership role in promoting cooperation with elementary and secondary schools as well as with community colleges and technical institutes. He commented, "Governance and management are not, of course, the ends for which our universities exist; they are only the means to help the universities more effectively perform their necessary and vital roles of education, research, and service." He closed his remarks by adding, "The kind of future North Carolina will have, that our society will have, will be determined to a large degree by the vision, the competence, and the courage that you bring to the challenges before you."

SOUTHERN GROWTH POLICIES BOARD

PINEHURST, NOVEMBER 12, 1975

[Governor Holshouser served as chairman of the Southern Growth Policies Board for 1975.]

Early this week, the Raleigh *News and Observer* carried a statement by a leading American philosopher and urban historian, Lewis Mumford,[1] in which he talked about growth in the South. In this article,[2] Mr. Mumford talked about our rare opportunity to decide just how we were going to grow rather than committing the same mistakes that had been made in other parts of the country. The interesting thing was that this article wasn't written last week or last month. It was written twenty-six years ago, in 1949.

And yet this distinguished scholar wrote about many of the things that we in this room and across the South are writing about and talking about today. Surveying the South as it prepared to enter a period of unprecedented economic growth, Mr. Mumford counted up some of our assets: a population that was dispersed in many small cities and towns rather than concentrated in a few,

overcrowded metropolitan areas; a balance between industry and agriculture; a wealth of open land and forests.

Reading Mr. Mumford's article was a dramatic reminder to me that the ideas we are talking about today are not new. Many of them were not new then, in fact. In discussing the unhappy consequences of cities that grow too big too rapidly, Mr. Mumford harkened back a half century earlier to the lesson set forth by Ebenezer Howard[3]—the lesson of guided growth.

And while we have our great and thriving cities in the South—Atlanta, Memphis, Houston, New Orleans, and others—there is no doubt that much of what Lewis Mumford wrote in 1949 still applies throughout our region today. And the ideas he set forth are very much alive and valid today. He talked about measures that we should take to assure we do not fall victim to the kind of industrialization that produced congested cities and a "sickly bleached out kind of life" in less fortunate parts of our country. He talked about how we had the opportunity to take steps that would be of a positive, rather than remedial nature. He talked about preserving the values of the small town, with its emphasis on family, its nearness to open country, its social life centered primarily in the school and the church, with factory workers who still tend their gardens and neighboring farm workers who are still available for jobs in factories.

"If you value these things, you can now take steps to preserve them," said Lewis Mumford. Today, we still do value these things. We know that they are still valued because the people tell us so.

In a recent book, *Politics and Policy in North Carolina*,[4] Merle Black, an assistant professor of political science at the University of North Carolina at Chapel Hill, wrote about the results of a 1968 survey in which 82.3 percent of the North Carolinians responded affirmatively to the question "Would you say that your state is the best state in which to live?" Professor Black went on to describe a 1971 sample in which North Carolinians were asked "What would you say is the best thing about the South?" Two thirds mentioned "natural conditions—the climate, the clean air, the forests and wildlife, the easy pleasures of a life lived largely outdoors." Still another, more recent report by the Institute for Research in Social Science, talked about North Carolina's "great natural beauty," "its slightly lower cost of living," and the quality of the environment as positive aspects of our people's lives—aspects which are true throughout the South.[5] And, thus, we can see today that our mission is not unlike the mission that Lewis Mumford found to be

challenging us in 1949, the mission of encouraging economic growth and prosperity for our people while preserving the things that we are blessed with in the South—the things that add up to quality living in the minds and hearts of our people.

While we know that the private sector has the largest influence on how we grow and develop, we also recognize that these patterns of growth and development can be influenced by communities of people, whether at the local level or the state level, acting collectively through their governments.

In looking at Lewis Mumford's 1949 article, we can see that we have not done badly since then. He talked about the need for adding additional campuses in our higher education systems. That very thing has been happening in many states. He talked about taking steps to assure that our cities and towns have parks, playgrounds, and green areas, and this is something many of us have done and are doing. He talked about the need to assure that people who live in small towns have the kind of cultural and recreational opportunities that city dwellers enjoy, and this is also something many of us have done and are doing.

But perhaps the most important job we have in government is the job of education—the job of letting the people know that we *can* have the best of all worlds; that we *can* have greater economic development without sacrificing our environment and the quality of life that make our region the best place to live in the opinion of so many of our people. Out of this belief grew the Southern Growth Policies Board, and our Commission on the Future of the South set forth the broad directions and goals for us to take as a region. We recognize that the Southern Growth Policies Board can't pass laws or sign executive orders. But this board *can* dramatically influence the future of our southland by helping to assure that decision makers are properly informed and aided as they examine our options for the years ahead. We should spur the discussion that *has* to come if the South is truly to come to grips with the issues that so directly affect our destiny. That's one reason this conference was expanded to include sessions specifically for members of the legislatures in our various states.

We joined together in this organization to assure that what happens in the South, in each of our states, will not happen by accident but only after a lot of thought has been given by a lot of people to the directions we and future generations will want to take. What will future generations of southerners say about the quality of life in our region? Will they say it's "the best"? How these questions will

be answered will depend to a great extent on what we do with the opportunities that we have today.

[1]Lewis Mumford (1895-), city planner; educated, City College of New York, Columbia and New York universities; honorary degrees; professor, various institutions; writer on city and regional planning. *Who's Who in America, 1974-1975*, II, 2234.

[2]Lewis Mumford, "Directions for Southern Growth or How to Get from There to Here," *News and Observer*, November 9, 1975.

[3]Sir Ebenezer Howard (1850-1928), English shorthand reporter and social reformer; reporter in London law courts; originated garden-city movement; founder of Letchworth and Welwyn Garden City. *Webster's Biographical Dictionary*, 735.

[4]Thad L. Beyle and Merle Black (eds.), *Politics and Policy in North Carolina* (New York: MSS Information Corporation, 1975).

[5]John Shelton Reed, "Summertime and the Living Is Easy: The Quality of Life in the South," *University of North Carolina News Letter*, LIX (December, 1974). This four-page newsletter is published by the Institute for Research in Social Science. The governor referred to the report as "recent," but the newsletter was published behind schedule, according to information from the institute.

SUMMARY OF SPEECH TO NORTH CAROLINA TRUSTEES ASSOCIATION OF COMMUNITY EDUCATION INSTITUTIONS

WINSTON-SALEM, NOVEMBER 19, 1975

Governor Holshouser began by saying he planned to speak frankly, that he was going to say some good things but was also planning to give a word of warning about the future and express some thoughts about the role of community education institutions. The system had properly served as "a catalyst in our economy's orderly but inevitable transition from one dominated by agriculture to one representing a balance between agriculture and industry," the speaker noted. The governor quoted the 1969 law which stated the mission of these institutions:

> The major purpose of each and every institution . . . shall be and shall continue to be the offering of vocational and technical education and training, and of basic, high school level, academic education needed in order to profit from vocational and technical education, for students who are high school graduates or who are beyond the compulsory age limit of the public school system and who have left the public schools.[1]

North Carolina, one of the first states to recognize the relationship between industrial training and industrial development, had experienced rapidly expanding industry. In 1974 the total for

capital investments had risen to $872 million, with the average annual starting wage for new jobs being over $7,000. The economic development program of the Holshouser administration had been to bring jobs to the people instead of forcing people to move to larger cities for jobs; in 1973 and 1974 the majority of all new and expanded industrial projects were located outside the ten largest cities of the state. Over and over, the governor reported, he had heard company officials praise the employee-training capabilities and spirit of cooperation shown by community colleges and technical institutes. He also referred to a report of an interview with Ned Huffman[2] of the Research Triangle Park who had commented on the impact of the community college system on the decision-making of company officials.

The major effort of the community college/technical institute system was training for employment, but training in the basic skills of reading, writing, and computing was also important; it was noteworthy that only 2.9 percent of the total enrollment of those institutions was in college parallel work. The governor discussed briefly the "Year of Reading" and efforts being made to combat illiteracy in North Carolina, saying he was pleased to know of participation in that program by persons affiliated with the community colleges and technical institutes.

Financial support for these institutions had also increased, with the first major capital construction program since 1963, salary increases, equipment, and appropriations to allow for growth in enrollment having been made by the legislature during the Holshouser administration. To prevent waste and duplication of effort, however, would require greater cooperation with the university system. In the field of continuing adult education, for example, the governor observed that there was evidence of some overlapping of effort. Three technical institutes had been converted into community colleges during the year, and the governor suggested that this trend should stop.

He also urged the trustees to be sure their institutions reported accurately on full-time equivalent enrollment. Planning and allocation of funds were based largely on these reports. The governor cautioned that inaccuracies, as had been seen in recent audits of a few campuses, led to damage of the credibility of the entire system.

In closing Governor Holshouser commented on the state of the economy and cautioned the institutions against expecting additional funds above the amount required for salary raises for

teachers and state employees. He advised that there be no plans to use receipts beyond those estimated in the budget. The economy was on the move, he said, and community colleges and technical institutes would have a major role in its growth.

[1]"An Act to Amend Article 1 of Chapter 115A of the General Statutes for the Purposes of Prescribing in Some Particularity the Purposes of Community Colleges," *N.C. Session Laws, 1969,* c. 562.

[2]Ned E. Huffman (1917-), native of Poughkeepsie, New York; educated, Guilford College with special work at University of North Carolina at Chapel Hill and University of Georgia; with Southern Bell Telephone and Telegraph Company for twenty-five years prior to becoming executive vice-president of the Research Triangle Park in August, 1965. Mildred C. Ingold, secretary to Mr. Huffman, to Memory F. Mitchell, March 23, 1976; Motor Vehicles information.

STATEMENT ON CANDIDACY OF RONALD REAGAN

RALEIGH, NOVEMBER 21, 1975

[Governor Holshouser, southern regional coordinator for the President Ford Campaign, supported the candidacy of the incumbent, Gerald Ford, in his 1976 campaign for reelection to the presidency of the United States. United States Senator Jesse Helms supported Ronald Reagan. On March 23, 1976, Republicans voting in the presidential primary chose Reagan, leading the *Raleigh Times* to editorialize the next day as follows: "In the factional struggle for Republican party control between Sen. Jesse Helms, one of Reagan's earliest and most vociferous advocates, and Gov. Holshouser who has campaigned for Ford . . . Helms scored a notable triumph." The paper continued by observing that whether the victory could "be attributed to the conservative nature of the GOP voter this year—a conservatism reflected by Helms—or was a rejection of Holshouser rather than of Ford are of course only a matter of conjecture." President Ford was quoted as being disappointed by the North Carolina vote but remaining confident of the ultimate outcome. See *News and Observer* and *Raleigh Times,* March 24, 1976.]

In our efforts on behalf of President Ford throughout the South, we have been operating for some time on the assumption that Governor Reagan[1] would enter the race and have been moving full steam ahead in anticipation of a contest for the nomination. We have been greatly pleased and encouraged by the way Republicans all across the South have been eagerly joining the campaign to

assure the nomination and election of President Ford. We are moving forward rapidly to put together a strong organization for the president in all the southern states.

Here in North Carolina, in anticipation of a primary contest with Governor Reagan, we already have put together the leadership for the President Ford campaign in twenty-two of the thirty-one counties that are most important in a Republican primary. We expect the organizational work to be completed throughout the state in the very near future. We fully expect President Ford to carry North Carolina because most Republicans in our state, as well as in other southern states, share our view that the president offers the best hope of keeping the White House from falling into the hands of the liberals.

FOOTNOTE

[1]Ronald Reagan (1911-), businessman and rancher, former actor, politician; native of Illinois; A.B., Eureka College; USAAF, 1942-1945; Des Moines sports announcer, 1932-1937; motion picture and TV actor, 1937-1966; governor of California, 1967-1974. *Who's Who in America, 1976-1977*, II, 258.

NORTH CAROLINA HEALTH CONVOCATION

GREENSBORO, DECEMBER 2, 1975

[The governor, speaking at the Royal Villa in Greensboro, took as his topic "Determining North Carolina's Health Care Needs." Less than a week later, on December 8 to be exact, two additional rural health clinics were dedicated—the Black River Health Center at Atkinson and the Four-County Health Clinic at Harrells. The opening of these two clinics brought the number of rural health clinics in North Carolina to ten.]

I am delighted to be able to participate in a program that can mean so much to the people of North Carolina for many years to come. This convocation has been called at a time when health care delivery is the concern of many North Carolinians and many Americans. I think it is safe to say that this whole field is in a state of flux right now. We are confronted with many questions, ranging all the way from the future of medical malpractice insurance to the basic question of how much responsibility we want to turn over to government in helping us take care of our medical needs.

This conference will center on some of the most important issues: health planning and resource allocation; family and population planning; the economics of health care; quality and cost control;

health manpower; health legislation; environmental health; and access to health care. You've come from a variety of walks of life to participate in this convocation. You bring a variety of interests, and, yes, biases, to these discussions. You've come to express your ideas and viewpoints and, more importantly, to hear the ideas and viewpoints of other people. I would urge each of you to speak openly and honestly, especially about the problems you have faced or that you can see on the horizon. Only with this kind of frank and full discussion can we expect new and constructive ideas to come forth from this convocation.

I think it also would be worthwhile for us to explore fully at this convocation and, I would hope, on a much wider scale, the many misunderstandings that exist today in the whole area of health care. And I think it is proper for us to face the fact that there are many problems that we simply cannot expect the government to solve for us. There are, of course, areas which call for government solutions and government action. There are some areas in which government would be failing the people if it did not attempt to seek solutions.

The topic I have been asked to speak on today is "Determining North Carolina's Health Care Needs." That is a subject in which I have been heavily involved for the past three years. There's no question that we have come a long way. We're a lot better off than we were fifty years ago in terms of the life expectancy of the average North Carolinian. Advances in medical knowledge, in technology, in water treatment, and a variety of other things have combined to make it possible for many of us to have longer, healthier lives.

But this does not mean, of course, that we still don't have many health care needs in North Carolina. One of the most important benefits of a statewide political campaign is that it gives the people the opportunity to tell the candidates about their needs and their problems. In 1972 we heard from the people of North Carolina that one of the most serious problems facing our state was the lack of access for thousands of people to primary medical services. At that time more than 43 percent of our physicians were concentrated in six of our 100 counties. These were generally our biggest counties, but they still represented only 20 percent of our state's population. When we took a look at the primary care physicians under the age of sixty who were practicing in North Carolina, we saw that we had sixty counties that had a ratio of one primary care doctor to more than 4,000 people. To many medical experts, a ratio of more than 3,000 people to one primary care physician is unacceptable.

So we had a problem, and we knew it. The difficult question facing us was: What are we going to do about it? We have known that despite the rapid growth and industrialization that have taken place in recent years, most of our people still live in smaller towns and rural areas. According to many surveys, most of them had rather be there than in a big city. In many ways, this is a blessing. But we have also known that if we are going to keep it that way, if we are going to keep our population distributed and avoid the hazards and horrors that come when cities get too big and unmanageable, then there are certain things that have to happen. One of these things is adequate health care and medical attention for people living in rural areas and small towns.

In 1973 I went before the General Assembly to deliver a special message on health care delivery. That message set forth a plan to meet head-on this serious problem facing our state. First of all we realized that state government could not solve this complex problem all by itself. So we developed a strategy around those parts of the problem that could most appropriately be addressed by the state. We also felt that the approach North Carolina should take toward this problem should be realistic, comprehensive, and have the strong support of the health professions, our public and private medical schools, and the leadership of state government. This combined leadership has been the single most important ingredient in the development of our plan, a plan to place primary health care within reach of all the people wherever they may live.

It is a comprehensive plan, and it is a realistic plan. It is an imaginative plan and an innovative plan. The problem of access to primary health care is a worldwide problem, one that exists in many, many countries as well as most of the United States. Our plan has attracted attention from other states all across the country. Officials of the U.S. Department of Health, Education and Welfare have come to North Carolina to see what we are doing, as have representatives of congressional committees seeking solutions to this and other health care problems. Our plan has two major components that complement each other. One focuses on the providers of health care, the supply side of the equation. The key emphasis of this component is the decentralization and regionalization of the undergraduate, graduate, and postgraduate training of health professionals, especially primary care physicians.

This is the Area Health Education Center Program. Originated by the University of North Carolina, it has grown from its infancy to a statewide system in the last two years. Working through nine

regions covering the entire state, this is a program that we expect to influence significantly the quantity, the geographical distribution, and the retention of physicians and other medical personnel in rural communities throughout North Carolina. The AHEC program will become increasingly important in deciding at the local level what types and amount of health manpower are needed, in training this manpower in the regions as often as feasible, and in providing continuing education at the nine area centers for all health providers in that region. One of the major goals established for the AHEC program was that 300 new primary medical care residency positions would be added between 1974 and 1979. Already, 184 of these residencies have been developed, so we're well ahead of schedule. By 1980 primary care residency training programs will be under way in all of the nine AHEC regions.

Every dental student and every pharmacy student at the University of North Carolina will spend part of his or her training in one of the nine AHEC programs. By 1980 substantial amounts of the clinical education of UNC medical students will be taught outside Chapel Hill and in every part of the state.

Right now, family nurse practitioner training programs are in operation in three widely scattered locations: Greenville, Chapel Hill, and Asheville. These are in addition to the physicians' assistants training done at the Bowman Gray and Duke University schools of medicine. The Area Health Education Center Program is based on the premise that health professionals are more likely to locate in areas in which they receive their residency or other postgraduate training.

Another major thrust of this program is that all of our health professionals will be provided with high quality programs of continuing education, whether they live in a town of 500 people or a city of 300,000. We know that one of the most important needs of any health professional is the ability to keep up in his or her profession. In the past it was extremely difficult for physicians, nurses, and dentists outside of metropolitan areas or centers of medical education to get access to a continuing education program. In many instances, this was the major factor in their decisions not to practice in our smaller communities. The Area Health Education Centers are rapidly developing new and innovative continuing education programs for the health professionals in their regions.

As I mentioned earlier, the North Carolina plan has two major components. While the AHEC program focuses on the supply of

health care providers, the second component of our plan gives attention to the communities that are most in need of medical care services. Another key component in that special message to the legislature in 1973 created an Office of Rural Health Services. This new state office was given the job of giving a helping hand to our smaller communities that need and want to bring primary health care within reach of their people. In establishing this program we knew that there is no one single solution to the access problem. We knew that the state could not dictate to the various communities what they would and would not do. Our idea was to put the state of North Carolina in a position to assist the communities in designing and implementing appropriate, realistic delivery systems to meet their own particular needs.

The know-how necessary to carry out this task was assembled in a technical assistance staff that was experienced in community organization. This staff was cross-trained in specific skills in such areas as clinical and business assistance. We have backed up this group with other staff members who have very specific skills, such as facility design, equipment needs, and medical records.

The Office of Rural Health Services has four major resources. First, the Rural Health Centers Program provides funds to help communities develop their own health centers. The Physician Locater Assistance Program recruits and assists in the placement of



Westfield Medical Center was one of the rural health centers opened during the administration of Governor Holshouser. (Photograph from Office of Rural Health Services.)

primary care physicians in communities which need them and can support them. The National Health Service Corps liaison program makes our technical assistance staff available to facilitate the development of appropriate sites and recruitment of National Health Service Corps personnel for those communities. And, finally, the Educational Loan Program provides incentive loans to students who will agree to practice in areas of health care shortage.

The major emphasis of the Office of Rural Health Services is the establishment of a network of community health centers. These centers are organized to provide the great majority of a person's primary care needs at the local level through the use of physician extenders, such as family nurse practitioners and physicians' assistants, who work within the framework of a carefully organized system of medical care delivery. For the patient, his local rural health center is his point of entry into a total system through which he can be referred to a back-up physician, to a hospital, and back again to the local center without losing the continuity of care that is so essential.

The foundation of this program is the community itself. Before a community is selected as a site for one of these centers, that community has to demonstrate that the center has strong and broadly based support. This program is designed to work in those communities in which the people are willing to put forth the time and the money to develop their own health program. After the initial state grant to get them started, the centers are expected to support themselves financially with the fees collected from the patients.

Ten of the centers have been opened, and by the end of next year we expect to have fifteen in operation and five more under development. Since our physician recruitment program began, sixteen physicians have been recruited and our goal is to recruit a total of fifty by the end of 1976 to serve in rural areas. The total impact of this rural health program by then will be to provide access to quality medical care to 210,000 North Carolinians who, before these programs were begun, could not obtain medical services without traveling long distances.

We are excited about the plan we have developed to overcome this serious problem. The North Carolina program is working, from both ends of the spectrum. On the one hand, through the AHEC program, we are increasing the number of health professionals needed to serve our people. At the same time we are helping communities develop programs that will provide their people with quality medical care. There is no doubt that North

Carolina has become the front-runner in the nation in developing realistic but imaginative strategies to solve this problem.

The AHEC and Office of Rural Health Assistance programs grew out of a need, a real need that was felt by many people and that was clearly brought to our attention by the people of this state. Problems faced repeatedly, and often tragically, by the people of North Carolina also were responsible for the creation in 1973 of our Office of Emergency Medical Services. This office was given the job of improving our capability to handle emergencies effectively, no matter where they might occur.

Because of the nature of the problem, it was recognized that we needed a comprehensive program, one that covered all facets of emergency care, including facilities, informative systems, and transportation. We started out to build a solid foundation by emphasizing training and evaluation at the outset. So far, more than 7,000 medical technicians have been trained under this program. Working hand in hand with this state program is an effort sponsored by three of our private foundations in North Carolina to help hospitals establish full-time qualified services in their emergency rooms.

We realize, of course, that North Carolina, like any state, has more health needs than it has resources to meet those needs. This means we have to set priorities, and that isn't any easy job. We know that even though we have made a major commitment to improving the access of primary care services to the people of North Carolina, we have only addressed part of the overall problem. For example, there is the need to educate people, to help them become more aware of what they have to do to take care of their health and to give them a better understanding of the health care delivery system that is available to them. There is the question of paying for medical care and the problems that this presents to both the patient and the provider. This has become a national issue that is now being debated in Congress.

The complexity of modern society has a tremendous effect on the health of our people. We have the technological know-how to do almost anything—we can even transplant a heart. The question we face is whether we have the will to meet our challenges. My own experience with the development of the North Carolina plan for meeting our state's number-one health care problems has convinced me that we will be able to meet these challenges as they come.

It won't be easy, but with people like you and with programs such as this one today we *can* make it possible for every person to get the health care he needs when he needs it, where he needs it, and at a price he can afford.

NORTH CAROLINA FARM BUREAU FEDERATION

ASHEVILLE, DECEMBER 9, 1975

[The governor, speaking to the Farm Bureau Federation, spoke of advances made in American agriculture. He also talked about efforts to increase industry in North Carolina and told of missions conducted abroad from the time of Governor Luther Hodges on. A few weeks earlier, North Carolina had opened a European office in Dusseldorf, West Germany. Appointed as North Carolina's European representative for economic development was Steve B. Stevenson, a grandson of a North Carolinian. Mr. Stevenson had previously served as international development representative for the Department of Natural and Economic Resources in its Division of Commerce and Industry. News release of Governor Holshouser, undated.]

Almost 200 years ago, the idea that free men could form their own government and control their own destinies gave birth to the greatest nation this world has ever known. As heirs to this great legacy we have much to think about and much to be grateful for as we celebrate our bicentennial. As Americans we have been blessed with a system of government and a way of life that has given us more freedom, more opportunity, and a higher standard of living than any other people at any time in history. As we count our many blessings, America should start at the very top by paying tribute to the American farmer and to the American system of agriculture.

It's easy for some of us to forget, sometimes, that we began as a nation of farmers. The settlers who came to this continent from Europe found some of the richest farmland in the world. They brought with them skills in farming that had been handed down for several generations. From the American Indians they learned about some new crops, such as corn and tobacco, that would play a vital role in this country's economy for generations to come.

The American Revolution was fought, to a large degree, by farmers, by men who reluctantly left their plows in the field to take up arms against the soldiers of the British crown. They won our independence, and they built our country.

One of the most dramatic examples of how the American system has worked for the last 200 years is the remarkable record of the American farmer. And the record gets better all the time. In 1940, for example, a farmer in this country fed 10.7 people, himself and not quite 10 other people. In 1950 he was feeding himself and 14.5 other people. In 1960 he was feeding himself and 24.8 others. And by 1969 the American farmer was feeding himself and 44.3 other people.

More than any other segment of our society, perhaps, the American farmer has never lost sight of the fact that there is still no substitute for hard work and self-reliance. That's why today the American farm is still one of the world's great producers. While it takes almost 50 percent of the Russian population to feed that country, it takes less than 5 percent of all Americans to produce the food we need.

And yet despite the inflation that continues to trouble this country and much of the world, food remains one of our best bargains. The Tax Foundation, Inc., has calculated that a worker putting in an eight-hour day will work two hours and thirty-five minutes simply to pay his taxes. He will work only one hour and three minutes to pay for food and beverages. When you calculate how much the cost of food is increased from the time it leaves the farmer to the time it reaches the consumer's table, the record of efficiency of the American farmer is all the more impressive.

Throughout our history, the output of the American farmer has played a crucial role not only in feeding our own people, but in helping the United States to be a major force in world trade. This was never more true than it is right now. It's a fact that much of the world today depends on American farmers to feed their people. It's a fact that for millions of people the production of our farmers is the only thing keeping starvation from their door. It has been estimated that over 460 million people throughout the world are threatened by starvation. Ten million people, most of them children, will die this year because they don't have enough food to eat. These are statistics that are shocking to most Americans. But they represent a great opportunity and a great challenge to this country.

We can already see for ourselves just what our agricultural exports mean to the economy of this country and to the future of this world. The problem of balance-of-payments for this country would be far, far more serious if it were not for the fact that we have had a favorable agricultural trade balance for some ten years or more. We can see, too, that the prosperity of our country and even the very

peace of the world will depend, more and more, on the commodities produced by our farmers and exported to other countries. This means, of course, that more than ever before it is crucial that our country has policies that will assure the continued success of the American farmer.

This is particularly vital to a state like North Carolina, a state where agriculture has always played such a leading role in our economic life. Today we continue to be among the leading states in the nation in agricultural production. In the period from 1970 to 1972 cash receipts from farming in North Carolina reached an annual rate of $1.6 billion. In 1971 we were second among the southern states and eleventh in the entire nation in total cash receipts from the sale of farm products. Our rural farm population ranked second among the states in the 1970 census. And while the total number of farms had declined in North Carolina, we still had more farms than all but six of the other states in the nation.

When it comes to exports of farm commodities, the North Carolina farmer is making a major and growing contribution. We lead the Southeast and rank fifth in the entire country in terms of agricultural exports. Our tobacco, soybeans, and grain are particularly important to this country's foreign trade. This growth has been especially rapid in the last few years. Our total agricultural exports almost doubled between 1970 and 1974, reaching a record $772 million last year. There is every reason to believe that this growth will continue for years to come.

Some of this growth can be attributed simply to increasing world demand. But there is more to it than that. At the state level we have taken the position that we have a duty to adopt programs and policies that will help our farmers. One of our major efforts has been and will continue to be the policy of aggressively seeking markets for North Carolina farm products wherever those markets might be.

Back in 1959 Governor Luther Hodges[1] led North Carolina's first trade and industrial mission to Western Germany, a practice that has continued since then. In 1973 we broke new ground when we were the first southeastern state to take a mission to Eastern European countries to explore trade opportunities in that part of the world. Just two months ago we officially opened our first North Carolina European office in Dusseldorf, West Germany. Already, we can see that this small investment will have a tremendous impact on the economy of our state.

As the markets grow and expand for our agricultural exports, so will many parts of our economy. It means more business for our ports at Morehead City and Wilmington. It means more business for the many North Carolinians whose livelihoods depend on the business provided by our farmers. In many instances the very productivity of our farmers themselves has been the key to our efforts to attract high quality industry to our state. Some of the top companies that have come to North Carolina in recent years are companies that depend directly on farm products. For example, that's why Proctor and Gamble built a $20 million food processing plant at Greenville. That's why Perdue, Incorporated, has invested millions of dollars in poultry operations in eastern North Carolina. That's why a number of outstanding companies that make products from apples have been attracted to western North Carolina. Because we are such a major agricultural state, the giant British chemical firm, ICI, chose Wayne County, North Carolina, to be the center of its American research activities involving chemicals used in farming.

There is no question that this kind of economic growth is going to continue in North Carolina. If there has been one message that has come across clearly in my discussions with business leaders abroad and in other parts of this country, it's the message that the southeastern United States, and North Carolina, in particular, is the up and coming growth region of the entire world. For us in North Carolina, this means we have a special challenge to take advantage of this opportunity to raise the standard of living of our people without repeating the mistakes that have so drastically lowered the quality of life for Americans in other parts of the country.

It's a challenge that I believe that we will meet, but only if we plan and plan carefully for the future of our state. This kind of planning is especially essential if we are to preserve rural North Carolina. It's especially important to the future of farming and to the people who make their living, one way or another, from agriculture in North Carolina. If rural North Carolina is to survive it means we have to take the necessary steps to protect our land and water and air, and we are taking those steps. It means we must have a well-planned system of transportation that will tie our people together, that will lead to economic development without destroying valuable farmland or destroying our environment. In 1973 we developed the state's first seven-year highway plan, a plan that places emphasis on the development of a complete, statewide



Commissioner of Agriculture Jim Graham and Governor Holshouser were photographed as the commissioner presented to the governor a jar containing soil samples from each of North Carolina's 100 counties. (Photograph from Department of Agriculture.)

system of highways. We finally are near the day when we will have four-lane highways from the Piedmont to the coast, highways that are so vital to the future of our ports.

But the future of rural North Carolina depends on more than transportation or the protection of the environment. If rural North Carolina is to survive it means the people living in these areas will have to have access to the essential and desirable things that add up to quality living. We have recognized that our state's number-one need is adequate medical care for all of our people, and we have developed a comprehensive plan that has put us in the forefront of the nation in solving the problem of access to primary health care.

We have recognized, too, that there is a rising crime rate in rural areas, and that government has a responsibility to do something about it. We have moved to improve the quality of law enforcement on the local level in a variety of ways: by appropriating funds to bring all law enforcement personnel to a minimum salary level; by establishing a criminal justice training academy to provide standardized training for all local and state law enforcement officers; by

providing federal LEAA[2] funds to local units to purchase the modern equipment they need to do their job. We are grateful, too, that our State Farm Bureau Federation recently joined in this fight against crime by initiating a program of rewards to people providing information that leads to convictions in cases involving property crimes in rural areas.

In government we also believe we have a responsibility to be out front in making every effort to protect the interests of our farmers. That's why I personally met with Agriculture Secretary Earl Butz[3] to urge a reduction in tobacco allotments next year. That's why we met with leaders of the tobacco import industry in Germany during our October mission there. That's why we have asked the top budget people in Washington to include the Boll Weevil Eradication Project for North Carolina in the upcoming USDA budget.

We care about our farmers in North Carolina because we know what they mean to all of us—to our state, our country, and the world. With the kind of strong leadership that your organization gives to our farmers, I am confident that agriculture in North Carolina will continue to be the vital, dynamic force that it has been throughout our history.

[1]Luther Hartwell Hodges (1898-1974), native of Virginia; A.B., University of North Carolina at Chapel Hill; businessman and executive of Marshall Field and Co. prior to career in government; North Carolina lieutenant governor, 1952-1954; governor, 1954-1960; U.S. secretary of commerce, 1961-1965; honorary chairman of board of Research Triangle Foundation; international president of Rotary, 1967-1968. *Who's Who in America, 1974-1975*, I, 1452; *News and Observer*, October 6, 1974.

[2]Law Enforcement Assistance Administration.

[3]Earl Lauer Butz (1909-), government official from Indiana; B.S.A., Ph.D., Purdue; postgraduate work, University of Chicago; former professor of agricultural economics and dean; U.S. secretary of agriculture, 1971-October 4, 1976. *Who's Who in America, 1974-1975*, I, 459; "Exit Earl, not laughing," *Time*, 108 (October 18, 1976), 23-26.

HEARINGS BY THE U.S. DEPARTMENT OF JUSTICE ON DISSEMINATION RESTRICTIONS OF REGULATIONS GOVERNING INFORMATION IN CRIMINAL JUSTICE INFORMATION SYSTEMS

WASHINGTON, D.C., DECEMBER 11, 1975

[Governor Holshouser traveled to Washington to testify at hearings held in the Federal Trade Commission Building. Several months later the effect of the governor's presentation was felt. After the United States Department of Justice decided, on March 17, 1976, not to carry out the

proposed restrictions, the *News and Observer* editorialized by saying that the discarded rules "sought to build a wall between the public and the records of those who have broken the law. Such records would have been readily available only to law enforcement officers and criminal justice officials." The aim of protecting the privacy of citizens, the paper continued, would have resulted in "a severe and dangerous narrowing of access to police and court documents." Governor Holshouser had earlier met with representatives of the news media "to discuss the dangers posed to freedom of information in North Carolina. No other state official in the U.S. took the pains that Holshouser did in challenging the LEAA. He went to Washington and spoke out vigorously against the regulations. His strong, well-informed opposition served as a national alarm." The editorial cautioned that, though a major battle had been won, Congress was still considering privacy bills which would do what the LEAA regulations proposed. The decision of the Department of Justice would, the newspaper felt, cause second thoughts on the part of congressmen. The *News and Observer* stated that because the Department of Justice gave up on the proposal, "citizens across the nation are indebted largely to North Carolinians, most notably Gov. James E. Holshouser, Jr." See editorial, "N.C. Fought for the Right to Know," *News and Observer,* March 19, 1976.]

Good morning. My name is Jim Holshouser. I am the governor of the state of North Carolina. I want to thank the Department of Justice for holding these new hearings on the dissemination limitations included in the regulations published by the Department of Justice on May 20 of this year, in 28 CFR, part 20,[1] and for the opportunity to testify at this hearing.

North Carolina's primary objections to the rules and regulations of May 20, 1975, center on sections 20.20(b) and (c), which deal with the questions of what information is covered by the dissemination restrictions of the regulations, who can have access to that information, and under what circumstances noncriminal justice agencies can have access to that information.

Since before the establishment of the United States, it has been a principle of Anglo-Saxon jurisprudence that the criminal justice process be open to public scrutiny. Our own government has operated under the theory that as a government of the people, the information which government collects is open to public scrutiny except perhaps in particular circumstances of overriding concern about the national security. Certainly the events of recent months and years demonstrate the danger of insufficient public information about what government is doing and about individuals who violate the law.

It seems to me that the May 20 regulations reverse the traditional principle that information that government collects should be public unless a conscious decision is made in specific situations to keep it confidential. Instead these regulations make information secret unless in very narrow circumstances it can become public. Congress said in section 524(b) of the Crime Control Act of 1973 that "the Administration shall assure that . . . information shall only be used for law enforcement and criminal justice and other lawful purposes."[2] The regulations appear to ignore the last four words of that mandate, "and other lawful purposes."

Specifically, sections 20.20(b) (2) and (3) restrict access to criminal history record information unless it is contained in chronologically compiled original records of entry, such as police blotters, or chronologically compiled court records of public judicial proceedings. The key words here are "chronologically compiled." The regulations do not allow access to alphabetical indexes of criminal history records. As a practical matter, this will effectively close public access to these records, since searching chronological police or court records for the criminal arrest or conviction of a specific individual will be physically impossible.

These sections further say that the public and press can only get access to the governmentally maintained record that an individual has broken the law by making a specific inquiry which is reasonably contemporaneous with the event to which the information relates. A criminal justice agency can only answer such a specific inquiry if its personnel gets the information from chronologically maintained records. This section will require that a reporter or businessman seeking to determine if an individual has been arrested for or convicted of a crime must inquire of a criminal justice agency if a named individual was arrested for or convicted of a specific offense on a specific date, and that inquiry must be made within a few days or weeks of the occurrence of the event. In other words, the person asking the question must know the answer to his question in advance.

If a clerk at the courthouse or the local desk sergeant slips up and gives out information in response to a question which does not comply with all of these requirements, then the clerk or law enforcement officer is subject to a $10,000 fine. What is happening in North Carolina, and I suspect in other states, is that as word of these regulations circulates within the criminal justice community, all information about any activities within the criminal justice community is being withheld from the public.

The only remaining potential avenues of access available to the public are found in section 20.21(b) (2) and (6). Subsection b(2) allows access to heretofore public information only if a governor or a state legislature allows access to specified individuals or agencies pursuant to an executive order or statute that expressly refers to criminal conduct and contains requirements or exclusions expressly based on such conduct. Subsection b(6) allows access by individuals or agencies if authorized by court order or court rule.

Both of these sections were, I am sure, well intended as a safety valve to allow a state to provide access to information for individuals and groups with legitimate needs. However, their practical impact will be to open a never-ending stream of pitfalls both in terms of the public policy issues of who should have access and the monumental task of rewriting statutes to meet the legitimate demands for access. I am sure that you will be hearing from many groups which have undeniably legitimate needs for access to criminal history information.

While these sections are good so far as they go, they seem to ignore existing state law and policy. We believe that we in North Carolina have already spoken to the question of access to criminal justice information. We have a statute which specifically provides that the names of criminal defendants shall be kept by our clerks of court in an alphabetical index and be available to the public during regular business hours. We have other statutes which close certain records to the public such as juvenile records, psychological reports on inmates, and certain investigative files. Other states have likewise passed their own privacy and public records statutes. To require a reaffirmation of existing public law and policy is unnecessary and wasteful.

The whole thrust of these regulations is to make criminal justice information available only to criminal justice agencies. They ignore, in our view, the legitimate needs of the public for such information. There is no more important vehicle for getting information to the public than through the news media. As much as those of us in public office sometimes become irritated at the press, and recognizing that the press can abuse its access to information, there is no question but that a free press and an informed public are the backbone of a free country. There is also no question but that these regulations will significantly hinder the news media in performing its constitutionally recognized responsibility of keeping the public informed.

These regulations speak to factual information—the fact that a man was arrested, that he was acquitted or convicted, that he received a prison sentence, or that he was placed on probation or parole. As a matter of fact we in North Carolina are of the opinion that these regulations ignore the very kind of information which criminal justice agencies collect about people which should be restricted, that is raw, unverified investigative information. Under these regulations a criminal justice agency could collect, computerize, massage, and disseminate to anyone, at any time, at any place, for any reason, raw, unverified investigative information about individuals who have never broken any law. On the other hand they prevent the public from getting information about people who have broken the law. We believe in North Carolina that you cannot by closing access to information wipe out a historical fact. We believe that the public has a right to know if a candidate for public office has a criminal record; an employer has a right to know if a prospective employee has a criminal record; and the list could go on.

Most importantly we believe that the principle of free and open access by the press and the public to government information, and thus to what government is doing, is a basic tenet of our governmental system. To block effective access by the public and the news media to arrest and court records holds the real danger, as one U.S. Department of Justice official has said, of "secret arrests, star chamber proceedings, and prolonged secret imprisonment." This will take us a long way down the road to 1984 and Big Brother.[3]

Congress said that criminal justice information is to be available for "other lawful purposes." So long as a state has determined, as we have, that access to certain government information is not to be restricted, and in fact that it must be made available to the public, then that access is lawful, and by necessary implication, the purposes for which that access is granted are also lawful.

For these reasons, we strongly request and recommend that the Department of Justice rewrite its Rules and Regulations on security and privacy of criminal justice information, 28 CFR part 20, Subsection 20.20(b)(2) and (3) to read as follows:

(b) The regulations in this subpart shall not apply to criminal history record information contained in:
(2) original records of entry, such as police blotters, maintained by criminal justice agencies;
(3) court records of public judicial proceedings;

and that the department make any necessary conforming changes in the balance of the regulations.

[1]The regulations were issued pursuant to sections 501 and 524(b) of the Omnibus Crime Control and Safe Streets Act of 1968, as amended by the Crime Control Act of 1973, P.L. 93-83, 87 Stat. 197, 42 U.S.C. 3701 et seq., 28 U.S.C. 534 and P.L. 92-544, 86 Stat. 1115. "Criminal Justice Information Systems," 28 Code of Federal Regulations, Part 20.

[2]"An Act to amend Title I of the Omnibus Crime Control and Safe Streets Act of 1968 to improve law enforcement and criminal justice, and for other purposes." P.L. 93-83, 87 Stat. 197.

[3]George Orwell's *Nineteen Eighty-four* was published by Harcourt in June, 1949. It was a novel of the future with people in a collectivist society who had been persuaded by Thought Police to think that ignorance is strength and war is peace.

REMARKS CONCERNING NORTH CAROLINA LAWYER REFERRAL SERVICE

RALEIGH, DECEMBER 18, 1975

[The governor gave very brief remarks when announcement was made at the North Carolina Bar Center of the new North Carolina Lawyer Referral Service.]

We're all very much aware that the cost of a great many things has risen significantly in recent years. Hospitalization, gasoline, automobiles, housing—all of these things and many others have become increasingly more expensive. This has brought on a need as never before for imagination and innovation in finding ways to help fight inflation while, at the same time, providing sound services and products for the people.

The new North Carolina Lawyer Referral Service is an example of the private sector taking the initiative in a way that should be of significant benefit to the people of our state. A big part of this new service will be to encourage what we call "preventive law." It provides the opportunity for people to get legal advice before their problems reach overwhelming proportions. This service also provides a long-distance number that anyone in North Carolina can call, free of charge, and get the name of a lawyer who will help him with his problem.

For many people the new referral service will never be a substitute for their own regular lawyers. At the same time, this service by the North Carolina Bar Association recognizes our modern problems. It opens a new avenue for many people who never felt

they could afford the services of a lawyer; and it gives them an opportunity to get help in solving their problems effectively, efficiently, and economically.

LUNCHEON FOR EDWARD WECK AND COMPANY, INC.

RESEARCH TRIANGLE PARK, JANUARY 20, 1976

[Edward Weck and Company, Inc., a subsidiary of E. R. Squibb and Sons, Inc., manufactured surgical instruments. Squibb had first looked for a North Carolina location for its new plant over two years earlier and had settled on the Research Triangle Park site. Later, according to William Teague, industry hunter in the Department of Natural and Economic Resources, Squibb had again chosen North Carolina when it sought a site for a penicillin plant. In one week the company and state officials flew over eight possible sites from Hendersonville to Goldsboro. Subsequently, a large tract near Kenly was selected for the $14 million penicillin plant. See *News and Observer*, May 20, 1976. The governor spoke at the ground-breaking ceremony for this plant on May 19, 1976.

Governor Holshouser participated in many ground-breaking ceremonies and dedications of new industrial plants. In 1974 he welcomed Korf Industries to Charlotte on July 24; spoke at a luncheon at which announcement was made of plans of the Agrico Chemical Company to build new phosphate facilities in Beaufort County, August 13; spoke at the dedication of Troxler Electronic Laboratories, Inc., Research Triangle Park, December 10; and welcomed A. W. Perdue Company to Lewiston on December 11. In 1975, on January 14, Eaton Corporation announced plans to open two new industrial facilities in North Carolina and when the corporation broke ground for its new transmission production facility near Kings Mountain on May 21 Governor Holshouser spoke. He participated in May 29 ground-breaking ceremonies for a $5 million addition of Teledyne Allvac in Monroe. The year of the Weck and Company luncheon, the governor also spoke at the dedication of Clark Equipment Company plant in Rockingham, April 1; dedication of Plasma Fractionation Laboratory of Cutter Laboratories, Inc., Clayton, June 8; groundbreaking, Miller Brewing Company, Eden, June 29; announcement luncheon in Pinehurst of HOW Enterprises, Ltd., with regard to a new plant in Aberdeen, September 10; groundbreaking of CR Industries plant in Franklin, October 14; announcement of Imperial Chemical Industries expansion, Goldsboro, October 30; and groundbreaking for AEP Industries, Stallings, November 30.]

For those of you who missed the news conference this morning, let me say once again how delighted I am to welcome this great

company to North Carolina. During the past three years, we have given a lot of time, attention, and energy to a total effort to bringing high quality industry to North Carolina and to creating more good jobs for our people in the communities where they live.

Edward Weck and Company, as all of you probably know by now, is a wholly owned subsidiary of E. R. Squibb and Sons, a company that is a household word throughout the United States. The Weck name isn't as well known as Squibb to the average man or woman on the street. But it is in the same kind of business that we associate with Squibb, the business of healing people and saving lives. And it's a great company in its own right, a company whose name is just as valued in the specialized community it serves directly.

As we celebrate our country's bicentennial, we are celebrating the two-hundredth birthday of the greatest nation on earth, a nation that was founded by people who came here from the continent of Europe and the British Isles in search of a better life. Our nation's history is rich with stories of people who followed those original settlers to the New Land and who took advantage of the opportunities this country had to offer. The Edward Weck story is a part of that tradition. The cutlery shop that was opened by this young German immigrant in 1890 was the forerunner for the great company that we welcome to our state today, a company that is among the leading manufacturers of surgical instruments. For many years it was a family owned and operated company.

In 1971, of course, Edward Weck and Company was purchased by E. R. Squibb, one of the nation's leading pharmaceutical companies. Since that time, Weck's sales have doubled. So it is a thriving, prosperous company that we welcome to North Carolina, to the Research Triangle Area, and to Durham County today. And it is a company that will take its place in a business community that is not only growing in size but is becoming more and more diversified.

That, too, has been one of the many objectives of our development program in North Carolina—to widen the economic horizons for our people by expanding the opportunities for them to establish careers in keeping with their skills and abilities. This "industrial mix," as the professionals put it, has increased dramatically in recent years. While almost all of the established industries in our state have continued to show employment increases over the last fifteen years, we have also seen more and more types of industries become significant employers in many parts of our state.

North Carolina is still a leader in textiles, tobacco, and furniture; and we are proud of these great industries. But today we also can pride ourselves as a state that produces electrical and nonelectrical machinery, primary and fabricated metals, transportation equipment, rubber and plastics, chemicals and printing, and many other goods and products that play an important role in our modern-day world.

We also are rapidly becoming one of the leading centers of research in the entire world, primarily because of the wisdom and foresight of former Gov. Luther Hodges and all the other people who have had a part in the creation and continued growth of our great Research Triangle Park. The importance of this diversity, this industrial mix, came home to us in a dramatic way during our recent economic recession. More often than not, the areas that were the hardest hit by high unemployment were those areas that were dominated by single industries. On the other hand, the areas which had a broad and diverse economic base, generally fared better.

This area, the Research Triangle Area, is a prime example. Even in times of high employment, its unemployment rate usually has been among the lowest in the state. Of course, some of this can be attributed to the fact that this is a center of education and government. But the fact that the leaders of this area—the local governments, the chambers of commerce, and others—have worked hard to expand the economic base also has been a major factor in the kind of quality growth we have seen here.

At the news conference this morning I talked a little bit about how our state's industrial expansion continued at an impressive rate in 1975 despite the problems in the economy. Nowhere in North Carolina was the picture any more encouraging than right here in the Research Triangle.

In the Research Triangle Park alone, new facilities were constructed or existing ones expanded to the tune of some $25 million. Also in Durham County, Stuck of North Carolina began production of industrial adhesive in its new plant just last month. Earlier last year Burlington Domestics Division underwent a $5 million modernization project at its Durham plant.

This growth has helped this area and its people to come through a very difficult period in much better shape than other areas in many parts of this country. This growth, like the major new industry that we welcome today, points to a brighter day ahead, not just in the immediate future, but for future generations of people

who will build their own lives and raise their own children in this great area of North Carolina.

This kind of quality growth that we are all working to bring to North Carolina was summed up well by Jim Camp,[1] the director of economic development for your Chamber of Commerce here, in a recent newspaper interview. As Jim put it, we're looking for industries that pay well, that won't pollute the environment, and that "won't rape our resources." And as Jim also said, "We want to upgrade our people by providing better jobs. . . ."[2]

Edward Weck and Company is that kind of industry. It's a company with its own great tradition, and it's a company that also lives up to that great Squibb motto: "The priceless ingredient of every product is the honor and integrity of him who makes it." Our own great medical centers and hospitals—Duke, North Carolina Memorial, and the others—can attest to the products made by the Weck company. The company's own record in other communities in other states is testimonial to the kind of good corporate citizen that is coming to Durham County.

It's the kind of company that has the courage to make the difficult decision to relocate its entire operations. And its the kind of company that truly cares about its employees and is proving that now by offering many of them the opportunity to relocate here at the company's expense. And for those who choose not to move, the company is making every effort to help them find good jobs in other industries in the areas where they now live, as well as offering them special severance and insurance benefits. In other words, it's a company with a heart.

Our state government, in partnership with the people of your community, will be doing its part in making these newcomers feel welcome in their new home. Members of our Economic Development Division staff will be working with all of you to help them with all the things that need to be done when one moves to a new town, whether it's finding a home, getting a doctor or dentist, or obtaining a North Carolina driver's license.

These employees are highly trained people with specialized skills, people who will make a great contribution to their new community. We're proud that they are coming to North Carolina, and we're delighted that some 150 or so new job opportunities will be made available to people in this area when the Weck facility is opened.

We face a bright economic future in North Carolina because more and more companies like Edward Weck are finding it to their

advantage to locate and expand in North Carolina. That's why it is such a great pleasure for me to participate in special occasions such as this one, and I thank you again for giving me this opportunity.

[1]James Vernon Camp (1924-), native of Union, South Carolina; B.A., M.A., University of North Carolina at Chapel Hill; World War II Marine Corps veteran; football coaching in several states, 1948-1970, prior to position as director, Economic Development, Greater Durham Chamber of Commerce. James V. Camp to Memory F. Mitchell, June 2, 1976.

[2]Al Wheless, "Recession Didn't Halt N.C. Growth," *Durham Herald*, January 11, 1976, quotes Camp.

SUMMARY OF REMARKS AT DEDICATION OF DARE COUNTY COMMUNITY HEALTH CENTER

NAGS HEAD, JANUARY 22, 1976

Governor Holshouser, as he had done on previous occasions, participated in the dedication of the rural health center at Nags Head. In this speech, in addition to many of the points he had discussed at earlier dedications, he pointed out the distinctive feature of the Dare County situation. There the local people were faced with the problem of providing for summer visitors who swelled the normal 10,000 population to more than 100,000 during the summer months. The plans had received a setback when Dr. Wallace Harvey,[1] who was to be backup physician, found it necessary to move away from the area. After he left, the people of the Outer Banks and Roanoke Island were confronted with the problem of having their nearest medical care some 40 miles away. The office of Rural Health Services helped launch a search for a physician and at the Hershey Medical School in Pennsylvania, Drs. Robert Bauer[2] and Walter Holton[3] were found. Family nurse practitioner Patricia Johnson[4] and others supplemented the work of the doctors.

The county commissioners, the town of Nags Head, the North Carolina Regional Medical Program, the Kate B. Reynolds Health Care Trust, and the Office of Rural Health Services all played a role in financing the project. Most importantly, however, was the fact that $80,000 was collected from over 1,500 households. The governor referred to the center as "a monument to your achievement and an ongoing challenge to all of you to continue to work together for effective medical care in your community."

[1]Wallace W. Harvey, Jr. (1923-), M.D., Duke, 1954; general practice, general preventive medicine. *1973 American Medical Directory*, IV, 3075.

[2]Robert Louis Bauer (1921-), M.D., Temple University School of Medicine; family practice, allergy specialist, *1973 American Medical Directory,* Part IV, 3284.

[3]Walter L. Holton (1944-), native of Rocky Mount; lieutenant, U.S. Navy, 1966-1969; family practice, Manteo. Walter L. Holton to Memory F. Mitchell, September 15, 1976.

[4]Patricia Ann Johnson (1951-), native of Minnesota; prenursing and anthropology minor, University of Minnesota; B.S. in nursing, College of St. Catherine; certified FNP, University of North Carolina at Chapel Hill; employed at Duke University Medical Center, 1973-1974, and then at Outer Banks Health Center, Nags Head. Patricia Ann Johnson to Memory F. Mitchell, September 15, 1976.

NORTH CAROLINA PRESS ASSOCIATION

CHAPEL HILL, JANUARY 22, 1976

[Speaking at the annual awards night program of the North Carolina Press Association, held at the Carolina Inn in Chapel Hill, Governor Holshouser talked about the influence and responsibilities of the press.]

During the past three years I have had the opportunity to speak before many people representing a wide variety of interests. The people in these audiences have been virtually a cross section of this country in all its diversity. But I can't think of any group on any occasion that represented as much sheer, absolute power as this group here this evening. And that, I might add, includes all of the governors' conferences and the White House gatherings that I have been fortunate to attend.

We hear and read a lot about "powerful political leaders" and "powerful business leaders" and "powerful labor leaders." But when it comes to the ability to shape the course of events, to influence the minds and the very lives of the people of this country, there is no power to match the power of our free and independent news media. In North Carolina you are at the top of this power structure. So it is a particular privilege and a particular challenge for me to be able to share some thoughts with you on this special occasion as you pay tribute to some of your own for outstanding achievement.

A year ago I took this opportunity that you gave me to talk about some of the concerns I felt for our country then. Our country faced many problems last January, many of them very tangible things. But I talked with you mostly about the intangible things that I felt represented an even greater threat to our country and our society, such things as our tendencies to grasp for material things and to indulge in so much waste, the growing breakdown in moral stan-

dards, our willingness to let ourselves be played one against the other, and the willingness of politicians to exploit these differences between various groups.

Most of all I shared with you my concern about the growing cynicism in our country, the attitude that we should assume the worst about almost anybody, the attitude that has so damaged the sense of goodwill and the concern for the other guy that have helped make our country great.

Obviously, all of these problems have not completely gone away in the last twelve months. Most of them, the tangible and the intangible, are still around. But I can sincerely say that I think the picture is better than it was a year ago. Our economy hasn't fully recovered, but it's getting better all the time. We still haven't solved our energy problems, but at least there has been serious dialogue and a growing awareness that we have these problems. We still haven't healed all the wounds we suffered from Vietnam and Watergate, but we're slowly and surely putting those things behind us.

As we begin this bicentennial year I can even sense a revival of the American spirit, the spirit of optimism, of faith in our country and respect for our leaders; the spirit of putting yesterday behind us and working to build a better tomorrow; the spirit of using the mistakes we have made as building blocks rather than rocks to throw at somebody.

But I can't say that the attitudes that I discussed last January, the cynicism and mistrust and hatred, have gone away. There's far too much evidence to the contrary. Those attitudes are still with us, and they're going to stay with us, hampering our efforts to make this country the kind of country we want it to be, unless the decision is made by all of us to do something about it.

As leaders of this free and powerful press in North Carolina, you share in this responsibility. You represent an institution, with constitutionally guaranteed protection, that has the awesome responsibility of deciding, every single day, what is important enough to be called "news" and how that news will be conveyed to the people. On your editorial pages, you have the freedom to express opinions on any topic in the world. You have the power in your hands to help solve the problems of this state and this country; and you have the power to make these problems more serious or even to create other problems.

You and your colleagues in the other states and the other news media hold in your hands, as much as any group in America, the

ability to determine whether this will be a nation of concerned and caring citizens or a nation of callous and cold-hearted cynics. It's often been said that there isn't an editor or a reporter who doesn't think he could do a better job of running the government than the people who have been elected and appointed to office. I have to admit that it works both ways; I can't think of many government officials or political leaders who haven't harbored a desire at one time or another to get their hands on a newspaper and "tell it like it really is."

But one of the things that has kept freedom of the press alive in this country for 200 years has been the healthy exercise by professional journalists and leaders of the news media to engage in self-examination.

A few weeks ago, I ran across an interview with Edwin Newman[1] in *TV Guide*. This distinguished newsman, who describes himself as "a newspaperman who's gone into television,"[2] took a look at his profession and some of the trends he sees today. In the interview he talked about the espousal of so-called advocacy journalism, especially by some of the younger generation of journalists. In his opinion, advocacy journalism cheats the public, which is entitled to make up its own mind. As he saw it, a newsman should be "as independent as possible, as detached as possible, as impersonal as possible. Anybody in our business should avoid taking on false importance. . . . We should make it clear that when we present the news this is the news as far as we know it." Mr. Newman went on to say:

> If there is one principle in our business, it is you report the news without regard to the consequences. If you stop to think about what the consequences are, then you're getting beyond your depth, you're getting out of your field. . . . Your business is to report. It's not your business what the consequences are. The consequences are somebody else's business.[3]

Another discussion of advocacy journalism was presented by a television commentator in a look at the news media's role in the recent debate over whether New York City was entitled to federal loans.[4] "During the weeks of debate," he said, "the news media clearly was in the corner of those favoring bailout. Those favoring a tough no-aid-to-New York position got nowhere near the coverage in the press as those favoring" it. In this commentator's opinion, the public was asked to make a judgment on a major question without getting a balanced view of the problem. In his view, many mistakes have been made in public policy because the press favored

the cause of one group to the exclusion of dissenting views and even the views of a majority of Americans.

I doubt that many of you agree with this commentator's conclusion that the press is the "most serious social problem that we have today." But what about the questions raised by Edwin Newman? Is "advocacy journalism" what the people want, or should expect, from their news media? Is there a tendency on the part of some journalists to worry about the consequences of a story instead of writing the facts and letting the chips fall where they may?

Another question raised by Edwin Newman concerned what he saw as a tendency of the people in his business, your business, to judge a public official by their relations with him. Specifically, he cited the Washington press corps and the significance some of its own members place on their relationship with each president who comes into office. As Mr. Newman looked at it,

> A President's relations with the press obviously affect the success or failure of a Presidency, because they affect the way in which the public looks at a President. But I try not to judge a President by his attitude to me. And I try not to judge a President by the number of times he allows his picture to be taken in so-called intimate circumstances, or other circumstances. I try to judge him on what his policy is. I think that's the only sensible way to go at it.[5]

I am certain that Mr. Newman was not saying that a president or another public official shouldn't be judged on how open he is in explaining his programs and policies and actions to the people through the news media. This is important, of course. But what he seemed to be saying related back to his comments about the importance of reporters being detached and impersonal rather than letting normal human nature get in the way of their quest for journalistic professionalism. It's a difficult assignment.

Just as many public officials and other institutions are searching for their own answers right now about confidence in government, I know there is searching in your profession for the answer to the question of why the polls show people seem to be losing confidence in their newspapers.

Talking about all the news media, Edwin Newman said ". . . I get the sense that people generally are skeptical of us. They are as skeptical of us as they are of anybody else. And indeed they should be."[6] I am sure all of you realize that there is a difference between healthy skepticism, which is good, and unhealthy cynicism, which is dangerous, and that the line between the two sometimes can be

very thin. A major concern today for all of our basic institutions, including our free press, should be to make sure that the people's skepticism doesn't turn to cynicism in their attitudes toward these institutions.

Like all of our society, you also are affected by the rapid changes that have come in the last twenty years and seem to be coming at a faster and faster rate. The new technology—the computers and all the rest—has changed all of our lives considerably, and I am sure that it has brought dramatic changes to the way you operate your newspapers.

In recent months, we have seen the threat posed to the public's right to have basic information, information that is guaranteed by law in North Carolina and many states, by a set of rules proposed for a new national Criminal Justice Information System. This evening, I personally want to thank the leaders of this organization for going with me to Washington to stand up for freedom of the press and the people's right to know.

Every American has a stake in protecting this basic freedom. But every American also has the right to expect that the people who hold this trust do not abuse this freedom. With the exception of the church, only the press among our institutions can carry out its responsibilities free of outside restraint. It's an awesome freedom, and with it comes an awesome responsibility.

The fact that our nation approaches its two-hundredth birthday as the greatest nation the world has ever known is testimonial to the fact that our press has lived up to its responsibility. It's my fervent hope tonight that the press of this state and this country will have the wisdom and the conscience, the courage and the restraint, to keep that freedom alive for future generations.

[1]Edwin Harold Newman (1919-), native of New York City; B.A., University of Wisconsin; postgraduate, Louisiana State; newspaperman, broadcaster formerly affiliated with International News Service, UP, CBS, and, since 1952, with NBC; chief of news bureau, London, 1956-1957, Rome, 1957-1958, Paris, 1958-1961; news commentator, New York City, since 1961. *Who's Who in America, 1976-1977*, II, 2317.

[2]" 'People Are Generally Skeptical of Us . . . and Indeed They Should Be': Edwin Newman's personal view of TV news and newsmen," *TV Guide*, 23 (November 29, 1975), 7, hereinafter cited as Newman interview. The Newman quotations were taken from an interview conducted by Leonard Probst with Newman; the interview was excerpted from *Off Camera*, a collection of Probst interviews with celebrities.

[3]Newman interview, 8.

[4]The source of the "discussion of advocacy journalism . . . by a television commentator" and the subsequent quotations were not found.

[5]Newman interview, 6.

[6]Newman interview, 8.

SUMMARY OF SPEECH TO BRAXTON BRAGG CHAPTER, ASSOCIATION OF THE U.S. ARMY

FORT BRAGG, JANUARY 28, 1976

Governor Holshouser discussed Fort Bragg and all it had meant to North Carolina in terms of the economy and in light of contributions made by those stationed at the huge military base. The National Guard had used Fort Bragg, which supported the North Carolina Military Academy, as a second home. The academy had served as an important source of officer manpower for the Tar Heel guard by providing the use of buildings, training facilities, and instructors. ROTC units had also trained at Fort Bragg during the summer.

Not only in the area of military matters was Fort Bragg important. At the base and at nearby Pope Air Force Base there were more than forty Boy Scout troops with 1,100 active participants. Concern for young people had been a notable trait of the military center, and for many years Fort Bragg sponsored a camp for handicapped children.

Because of a program known as MAST—Military Assistance to Safety and Traffic—the base provided emergency helicopter service to the eighty-nine hospitals within a 115-mile radius of Fort Bragg. The army's first drug rehabilitation program, called "Operation Awareness," was begun in 1969 by Jack Tolson,[1] who was then commanding general of the Eighteenth Airborne Corps there. The post commander, Gen. Henry Emerson,[2] was conducting an all-out drive against hard drugs in a drug combat center and by coordinating military and civilian law enforcement. The Braxton Bragg Chapter, under the leadership of its president, Ronnie Lamm,[3] had pledged a $500 reward in the latest death of a soldier caused by drugs and had taken charge of a drug education effort involving civic clubs.

Many people stationed at Fort Bragg remained to become North Carolina citizens. The governor expressed appreciation for all they had meant to the state, and he also acknowledged the major contribution of the base to the economy of North Carolina. Citing an article by Roy Parker in the *Fayetteville Times*,[4] the governor noted that the payroll at Fort Bragg was over $471 million a year; when combined with Pope Air Force Base, the figure was some $514 million.

The state owed much to Fort Bragg, but the governor stressed the indebtedness of the nation and North Carolina to the contribution being made by Fort Bragg to national defense. He quoted President Ford's State of the Union message:

A strong defense posture gives weight to our values and our views in international negotiations; it assures the vigor of our alliances; and it sustains our efforts to promote settlements of international conflicts. Only from a position of strength can we negotiate a balanced agreement to limit the growth of nuclear arms. Only a balanced agreement will serve our interest and minimize the threat of nuclear confrontation.[5]

The governor praised the role Fort Bragg had played "on behalf of freedom and peace throughout the world and . . . the vital role it will continue to play in the critical years ahead."

[1]For identification, see page 123.

[2]Henry E. Emerson (1925-), native of Washington, D.C.; graduate, U.S. Military Academy, West Point, N.Y., and numerous specialized military training institutions; various assignments during long army career, including assignments in Korea, Japan, Hawaii, England, Dominican Republic, and Vietnam as well as United States; assumed command of XVIII Airborne Corps and Fort Bragg on July 1, 1975; ranked as lieutenant general. Capt. Arthur E. Teele, Jr., aide-de-camp to General Emerson, to Memory F. Mitchell, June 2, 1976.

[3]Ronnie L. Lamm (1941-), of Fayetteville, native of Nash County; educated, Carolina College of Commerce and extension courses from University of North Carolina at Chapel Hill; joined Sears Roebuck in 1959, rising to position as manager in Spring Lake. Ronnie L. Lamm to Memory F. Mitchell, June 1, 1976.

[4]*Fayetteville Times*, October 24, 1975.

[5]"The State of the Union—Address by the President of the United States" (H. Doc. No. 94-330), *Congressional Record*, 122 (January 19, 1976), H67-H68, hereinafter cited as "State of the Union," January 19, 1976.

NORTH CAROLINA JAYCEES AWARDS LUNCHEON

RALEIGH, FEBRUARY 7, 1976

[Meeting at the Royal Villa in Raleigh, the Jaycees honored two young men active in law enforcement. These men were Central Prison guard John L. Noles, outstanding correctional officer of the year, and Greensboro police sergeant James T. Luman, outstanding law enforcement officer of the year. Information furnished by Public Affairs Office, Department of Correction, to Memory F. Mitchell, August 17, 1976.]

The Jaycees have a long and proud tradition in North Carolina. It's a record of getting things done, things that benefit our entire state. This organization also has demonstrated over the years a

talent for putting our finger on the things that are important and that need to be called to the attention of all North Carolinians. So it is today. By honoring two outstanding young people—an outstanding young law enforcement officer and an outstanding young correctional officer—you are doing a public service for all the people of this state.

I can't think of a profession in America today that is more deserving of support and recognition than the law enforcement profession, and that includes the people who work in correctional institutions of all types. You are singling out two young men, but your tribute to them today is a tribute to all of their fellow officers in North Carolina who are putting their lives on the line every day of the year to protect the lives and the property of their fellow citizens.

It's a tough job under any circumstances. But under the circumstances that have existed in recent years, it's been an almost impossible job, one that would have broken the spirits and embittered the hearts of many of those people who criticize the work of law enforcement officers and make their jobs that much more difficult. Now all of us know that justice in our system requires a delicate balance between the rights of an individual and the well-being of our society as a whole. But sometimes these scales of justice become tilted too far in one direction and we have to take steps to bring them back into balance.

In recent years we have seen the scales tipped pretty far one way. A Supreme Court, the Warren Court, practically took the handcuffs off of the criminals and placed them on the wrists of the policemen. Many law enforcement officers still have the bitter memories of a United States attorney general, Ramsey Clark,[1] who wouldn't stand up for them when they were under the most severe pressures. In this atmosphere, crime went on a rampage in America. More and more Americans began to feel resentful toward their own government because it seemed too much concerned about the rights of criminal defendants and too little concerned about the rights of innocent people.

. . . . . .

[The deleted sentences, which discussed the rights of citizens to move about freely, without fear of harm, were identical to portions of the address given on May 7, 1975, to the Eastern North Carolina Law Enforcement Association.]

But the tide is beginning to turn, and there is reason for hope that the scales of justice will soon be back in balance. This has been demonstrated by a U.S. Supreme Court that has issued a series of

rulings toughening up on criminals and by a president in the White House who has made it clear that it is time for law to concern itself more with the rights of the people it exists to protect.

In North Carolina during the last three years we have worked hard to give the people of this state a criminal justice system that merits and earns their confidence.

. . . . . .

[The deleted portion referred to the needs leading to and the enactment of the 1973 Law Enforcement Officers' Minimum Salary Act. See the May 7, 1975, address referred to above, which includes the same sentences.]

This administration also recognized and met the need to restore public confidence in our Paroles Commission and to expand its size so it could give full, prompt attention to every case.

But we also have to recognize the fact that crime remains one of this country's most serious national problems. The rate of serious crime—murder, forcible rape, robbery, aggravated assault, burglary, larceny, and auto theft—was 18 percent higher in 1974 than in 1973. This was the sharpest increase in the forty-four years that the FBI has collected and reported crime statistics.

Since 1960 the crime rate has more than doubled, despite the billions of dollars that have been spent on law enforcement problems. Even more significantly, the number of crimes involving the threat of violence or actual violence has also increased. President Ford has recognized that crime is a national problem and that the federal government has a responsibility to help local and state law enforcement authorities in combating crime.

Those of you who heard the president's recent State of the Union message will recall some of the proposals he put forth to fight crime, proposals that give strong emphasis to protecting the victims of crime. He called for establishing mandatory minimum sentences for persons committing violent federal crimes, particularly crimes involving the use of dangerous weapons. He proposed measures to prohibit the domestic manufacture or sale of so-called "Saturday Night Specials" that have no apparent use other than against human beings. He called for mandatory sentences for crimes in which a gun is used and concentrated gun control enforcement in high crime areas. He asked Congress to extend for an additional five years the Law Enforcement Assistance Administration and to authorize almost $7 billion of federal assistance to state and local governments to fight crime. He called for laws providing for economic compensation for the victims of federal crimes.

In his message the president also proposed more U.S. attorneys to prosecute federal cases. And he recommended, in his budget, 500 additional federal agents in the country's eleven largest metropolitan high crime areas to help local authorities to stop criminals from selling and using handguns. With the sale of hard drugs on the increase again, the president has taken aim at this insidious crime that contributes to so many other crimes. He has urged the Congress to enact mandatory fixed sentences for persons convicted of federal crimes involving the sale of hard drugs. He has directed all agencies of the federal government to step up enforcement efforts against those who deal in drugs. And he has talked personally with the leaders of Mexico, Colombia, and Turkey to urge greater efforts by their governments to control effectively the production and shipment of hard drugs.[2]

But the job won't be done by laws and enforcement alone. The fight against crime is everybody's business and everybody's concern. It needs the involvement and participation of all law-abiding citizens. Jaycees are that kind of citizen, the kind of citizen that gets involved. We can and must help in this fight against crime, and programs like this one today are a good start.

It's this kind of involvement that builds leaders in our state and our country. In North Carolina hundreds of men who first cut their teeth in public service through Jaycee projects are now leaders in all sorts of endeavors in their communities and in our state. I'm proud that many active and former Jaycees have taken major roles in this administration.

I have just received today a telegram that I was asked to read to you. It describes some new activities by two of our most outstanding Tar Heel Jaycees. Here it is:

> On behalf of the President and the President Ford Committee I would like to extend thanks to two outstanding North Carolina Jaycees for their help in organizing young business leaders for President Ford's campaign.
>
> Jim Hastings[3] and George Little[4] have the leadership qualities which are so necessary in maintaining a free enterprise system, and with their help we will bring together a team of young men and women who exemplify these goals to which our President is dedicated.
>
> We hope many of you will join with them in their efforts to rally young leaders for President Ford. We welcome them to our team.

It's signed by "Bo" Callaway,[5] chairman of the President Ford Committee.

What George and Jim are doing is typical of a North Carolina Jaycee; they are getting involved in a cause in which they believe

deeply. I am proud of what being a Jaycee has done for me, and I am proud to share this occasion today with our honorees and with all of you.

[1]Ramsey Clark (1927-), native of Dallas, Texas; B.A., University of Texas; A.M., J.D., University of Chicago; marine veteran, World War II; lawyer, practicing in Dallas, 1951 to 1961, and in New York City since 1970; assistant attorney general, United States Department of Justice, 1961-1965; deputy attorney general, 1965-1967; attorney general of the United States, 1967-1969. *Who's Who in America, 1974-1975*, I, 572.

[2]"State of the Union," January 19, 1976, H-67.

[3]James Cecil Hastings (1943-), native of Delight, N.C.; B.S., M.A., Appalachian State; worked in public relations, National Cystic Fibrosis Research Foundation, 1970-1972; field director, Committee to Re-Elect the President, 1972; joined governor's staff, 1972, travel and promotion director, February, 1973, to April, 1975; affiliated with Hardee's Food Systems, Inc.; active in Jaycees, serving as president, 1973-1974. *Who's Who in the South and Southwest, 1975-1976*, 306; *News and Observer*, August 24, 1976.

[4]For identification, see page 263.

[5]William Howard Callaway (1914-), native of Georgia; U.S. Army, 1943-1945; B.S., American University; various positions with business firms in Washington; former teacher; with Rural Electrification Administration since 1935, rising to director, Northeast area electric program, 1961-1973; retired, 1973; served as campaign manager for Pres. Gerald Ford until spring of 1976. *Who's Who in America, 1974-1975*, I, 474; "Curtains for Callaway."

PROFESSIONAL ENGINEERS OF NORTH CAROLINA

RALEIGH, FEBRUARY 20, 1976

[An energy conservation program was held by the professional engineers when they held their winter meeting at the Hilton Inn in Raleigh.]

"Conservation—Not Conversation" has a catchy ring to it, but it's more than just a slogan. It's a theme that all North Carolinians and all Americans should adopt as a habit in this new energy era that we live in today. It's just been within the last few years that we were awakened with a shock to the fact that our energy supplies were running short. Considering the sudden way that it hit us, we have adjusted remarkably well to the problems that faced us. It hasn't been easy, but once again we are going to make it through another winter heating season without serious loss of jobs and other major hardships. It now looks like we are assured of adequate supplies of coal, heating fuels, and even natural gas to keep our electric generators operating, our industrial plants and shops open, and our homes warm through the rest of the winter.

But that's the short-range view. On a longer range, broader basis, we know that we still have problems. North Carolina's most serious energy problem, of course, is the shortage of natural gas. It is a problem for all of the country. But it is more severe for North Carolina than any other state because of federal policies that seriously impair our ability to deal in the marketplace for the natural gas we need. Let me assure you today that we will continue to take our efforts before the Federal Power Commission and the courts to get as fair and equitable treatment for our state as possible.

We will also continue to work with industry to bring more natural gas into North Carolina and to find alternate fuels for those companies that can use them.

I am also convinced that this problem will not be solved, that our nation cannot be assured of a continued adequate supply of natural gas, until something is done in the way of deregulation of the prices at the wellhead.

This is a part of the picture today. But it's only a part. When we look at the total picture we know that we have entered a brand new era for energy—an era of transition. It's an era in which we know that our primary energy sources, as we have known them, are not getting any more abundant or any cheaper. But it is an era, too, in which we are going to see some dramatic changes, changes to abundant new sources of energy that once were only a dream but that we now know offer realistic opportunities for us to meet our energy needs for generations to come.

There is solar energy. It's not just a theory anymore. Right here in North Carolina, workable solar-powered hot water heaters have been developed. When I was in Canada last summer attending a trade conference, I was told how Canadians were completing a new, multistoried building that was to be heated entirely with solar energy.

There's coal, one of our oldest forms of energy. Although it has not been as major a factor as it once was in our energy supply, it perhaps offers our best hope for overcoming our energy problems. And while a lot of work is going to have to be done to solve the environmental problems, it is still our greatest natural energy source. The gasification of coal offers great hope for increasing our domestic supply of energy.

There are other energy sources to be tapped that are still in the experimental or early development stages. But they are there, they are real, and our technology is fully capable of bringing them to

their fullest potential. But these things, solar energy and the rest, are still some time away from taking over a major share of our energy demands. In the meantime we have the responsibility of making the energy sources we now have go as far as we can possibly stretch them.

North Carolina uses an enormous amount of energy. In a year's time we use almost 21 million tons of coal, including 19 million tons to produce electricity. We use 4.5 billion gallons of oil products, including more than 3 billion gallons of gasoline. Despite the curtailment in our natural gas supplies, we still use 126 billion cubic feet a year, including 78 billion cubic feet by industry alone.

These are big numbers—but what do they really mean? Well, let's look at it this way. All forms of energy, as you know can be translated into British thermal units—or Btu. As you all know, a Btu is the quantity of heat needed to raise the temperature of 1 foot of water at its maximum density 1 degree Fahrenheit. If you took a car that averaged 13.7 miles per gallon of gasoline and drove it across the state of North Carolina from Murphy to Manteo once everyday, it would take you 535 years to use one trillion Btu. You would have traveled over 100 million miles.

The average household in North Carolina uses 10,253 kilowatt-hours of electricity in a year's time. At that rate, one trillion Btu would supply that household with electricity for almost thirty centuries—3,000 years. So you can see that a trillion Btu of energy will go a long way. But in 1973 here in the state of North Carolina, taking into account all types of energy, we used up a trillion Btu *every six hours and 38 minutes.*

That's a whole lot of energy. Obviously, some of it probably was wasted energy. Even more of it was energy that could have been saved through various conservation practices. We know that conservation alone can't solve our energy needs. But we also know that it can be a valuable tool in helping make our energy supplies go further and in bringing us through this period of transition and change with a minimum of disruption in our lives and our economy.

Conservation not only can help us here at home, but it's a valuable way to decrease our dependence on supplies of energy from foreign nations. This, in turn, has a favorable impact on our foreign policy, our balance of trade payments, and so many other things.

But we all know that it is easier to talk about conservation than to do something about it. It's an easy thing to let the other fellow do

something and not to look at the problem as something that affects us personally. On the other hand, for a lot of people, conservation already has become a fact of life because the energy crisis has hit them personally, right in the pocketbook. Rising costs of electricity, gasoline, natural gas, and the rest have led many North Carolinians to search for ways to reduce their own use of energy.

A lot of people have responded, too, to the challenge of conservation out of concern for our state and our country as a whole. In the last few years we have taken a number of steps in state government to conserve our own use of energy. We have cut down on our heat in the winter and on our air conditioning in the summer. We have reduced the light in many office buildings. We have encouraged state employees to join together in car pools to drive to and from work.

We implemented a 55-mile-per-hour speed limit, and we saw the vast majority of North Carolinians adjust to this change immediately in a spirit of cooperation. We have seen attitudes change on the part of other people as they were shown proof that the lower speed limit saves lives as well as gasoline and saves them money by improving their gas mileage.

We have seen, too, how many industries and other businesses throughout North Carolina have made an honest, determined effort to find ways to cut down on the energy they use—just as many people have done so in their own homes. One of the most important things that we are doing today, in both the public and the private sector, is to look for every possible energy-conservation tool in the ways we design, construct, and maintain our buildings.

I recently saw a list of almost forty steps that our own General Services Division has taken or will take in the near future to save energy throughout the many facilities of state government. Bim Henderson[1] will share these with you in the panel discussion that will follow this afternoon.

Just a few months ago our State Government Energy Conservation Council issued a comprehensive set of energy conservation guidelines for buildings, heating and cooling systems, and central heating plants. These guidelines will be followed throughout state government, and I recommend them to you or anyone in private industry who might be looking for suggestions. We know that almost any house or building can be made more energy efficient, often without spending a lot of money. We realize, too, that there are limits on what we can do with many of our older structures. But when it comes to constructing buildings from the ground up, we

have the know-how and the techniques today to do remarkable things.

For example, take a twenty-story building containing 300,000 square feet of floor space. According to those who know about such things, by reducing the amount of glass in that building from 50 percent to 20 percent, you can save almost $17,000 a year in energy costs. And almost as much could be saved by simply changing from clear glass to reflective glass.

The experts say that substantial changes also could be realized by using a centrifugal water chiller instead of an absorption water chiller, by changing from a double duct system to a variable air volume system, by increasing the insulation on the wall and roof from three inches to six inches, and by decreasing the ventilation in the building. These are just some of the things that we know how to do now, things that make for just as good a building but with much less expenditure of energy.

As engineers, you have a major role to play in our total effort to conserve energy. Together with building contractors and architects, you can lead the way for us as we move ahead to that next era, an era when we will once again have all the energy we need to keep America strong and prosperous. You, as individuals and as a professional organization, are recognizing your responsibility. The policy statement that you adopted here yesterday is a strong statement of your commitment to this cause.

I agree with you in your endorsement of the development and adoption of a comprehensive building energy conservation standard in North Carolina. I agree, too, with your idea that building codes should be localized rather than trying to reach a hypothetical national norm. Nothing varies more from one part of this country to another than the weather and climate. We *can*, as you say, get this job done in North Carolina. Energy conservation is everybody's job. It's the government's job; it's business' job; it's the consumer's job. Together we can do it.

[1]A. L. Henderson (1924-), of Cary, native of Monroe; B.S., North Carolina State University; World War II Air Force veteran; former Saks engineer in electrical industry; vice-president, Henningson, Durham & Richardson, Charlotte firm of architects-engineers-planners, 1962-1974; state property and construction officer, Department of Administration, since 1974. A. L. Henderson to Memory F. Mitchell, June 2, 1976.

STATEMENT REGARDING ISSUES ON MARCH 23 BALLOT

RALEIGH, MARCH 19, 1976

[The following statement was issued by the governor to call for support from the voters for several issues to be included on the March 23 ballot. Voters overwhelmingly approved all three issues, voting to approve the issuance of over $43 million in bonds to finance construction of facilities at the campuses in the North Carolina system, to permit the state to sell revenue bonds to finance hospital and improvement and modernization projects, and to issue industrial development bonds as an aid in attracting new industry to North Carolina. Constitutional amendments, required to permit issuance of revenue bonds for the hospitals and for industrial development, received approval from the voters. *News and Observer*, March 19, 1976.]

Tuesday, March 23, is an extremely important election day in North Carolina. It's our opportunity to decide some very vital questions, and every Tar Heel voter should take this opportunity to participate in these decisions that will affect all of us.

For members of both major political parties, there is the opportunity to help determine who will be nominated for president at our national conventions. It is obvious that the North Carolina presidential primary could very well be among the most significant in the nation in shaping the course of the November general election.

There also will be three other questions on the ballot Tuesday that deserve the careful consideration of all North Carolinians, regardless of party registration. How we decide these nonpartisan issues also will have a major impact on the future of our state. Two of these are proposed amendments to our state constitution and the other is a proposal to allow our state to issue $43.2 million in bonds to finance construction of facilities in our state-supported university system.

The funds from the bond issue will provide facilities on thirteen of the sixteen campuses in the system. The building program is designed to meet current needs of the campuses, not to provide for further expansion. In many instances, these will be facilities that have been urgently needed for several years.

Constitutional amendment number one will permit the state of North Carolina to sell revenue bonds to finance needed hospital improvement and modernization projects. Over the past ten years

federal and state funds available for hospital construction have steadily decreased. We have also had a substantial change in the structure of health care delivery programs. This constitutional amendment, if approved, will give hospitals another method of financing improvement projects. To provide the number of hospital beds that we are expected to need by 1980, it is estimated that $43.8 million can be saved through revenue bond financing compared with conventional loans. No tax money will be involved in this program, but it could be another major tool in our comprehensive program to bring quality medical care to all North Carolinians.

Constitutional amendment number two will permit any of North Carolina's 100 counties to issue industrial development bonds to help attract new industry to our state as well as the expansion of existing industry. We have put forth a great deal of effort in recent years to bring to North Carolina quality industries that would provide good jobs for our people. Despite the recent problems in the national and world economy, industrial expansion has moved forward significantly in our state during the past three years. These industries have come to North Carolina because of the many natural advantages that we enjoy. However, because we are the only state in this country that has no provision for industrial development bond financing, our Industrial Development Division estimates that we have lost more than 20,000 new jobs and some $700 million in new plant investment to other states in the last two years. We need these jobs in North Carolina. By being able to offer industrial development bond financing, we will no longer be at a competitive disadvantage.

These bonds, like the hospital bonds, will involve no tax dollars and will mean no tax increase for our people.

All of us have a stake in these important decisions, and I hope that all Tar Heel voters will make every effort to become fully informed on these issues, go to the polls on Tuesday, and vote for the proposals.

SUMMARY OF SPEECH AT GOVERNOR'S CONFERENCE ON TOURISM

CHARLOTTE, APRIL 2, 1976

[Governor Holshouser spoke at the second annual Governor's Conference on Tourism, which had been held in Asheville on May 14, 1975. At that time he discussed the energy crisis and the economic crunch as challenges to be faced by those in tourism. He also talked about the new

Canadian office and about the formation of the Advertising Advisory Committee, which provided for citizen input into the state's travel program.]

In his remarks at the 1976 Governor's Conference on Tourism, Governor Holshouser began with commendation to Bill Arnold[1] and his staff in the Travel Development Section for arranging the conference at which such well-known figures as James Dickey,[2] Creighton Holden,[3] and William Walton[4] had spoken. Though 1975 was an economically depressed year, the governor reported that North Carolina's travel and tourism industry accounted for more than $1 billion in revenues. The industry had contributed over $130 million in taxes. The $1 billion spent for travel accounted for 7 percent of all retail sales in North Carolina, generated jobs for over 51,600 people, and provided personal income of $420 million.



Tourism was an important industry during the Holshouser administration. The governor participated in festivities held in conjunction with the Snow Carnival of the South at Beech Mountain, February, 1973. (Photograph courtesy of Clay Nolen, Department of Natural and Economic Resources.)

For every tourist dollar spent in the state in 1975, 39 cents went to personal income, 45 cents was passed on to other industries for goods and services, and 12 cents went for state and local taxes.

The governor noted projections indicating travel expenditures of over $1.5 billion in North Carolina in 1980. The state was blessed in its mountains, coast, sandhills, and in its history. The state had built around those assets "in a wholesome, attractive way."

Some 32 million people from other countries were expected to visit the United States during the bicentennial; of the $12 billion they would spend, some $3.6 billion would be spent in the South. Governor Holshouser reported that television spots in eighteen cities in nine states within a 300-mile radius of North Carolina plus ads in twenty major magazines in the United States and Canada were calling attention to the Tar Heel state. These and other efforts, he said, were being made to attract tourists to North Carolina, which was among the top ten travel destinations in the United States.

[1]William Arnold (1936-), native of Greenville; B.A., East Carolina; former communications specialist at Pentagon; former newspaperman and editor in North Carolina and Virginia; joined Virginia State Travel Service, 1965, becoming assistant commissioner, a post retained for seven years before accepting position as travel director for North Carolina in June, 1975. Information from Mrs. Sara Harison, Travel Development, Department of Natural and Economic Resources, May 20, 1976, hereinafter cited as Harison information; Motor Vehicles information.

[2]James Dickey (1923-), native of Atlanta; poet, critic; B.A., M.A., Vanderbilt; poet in residence at several colleges prior to appointment as consultant in poetry, Library of Congress, 1966-1968; writer in residence, University of South Carolina; World War II and Korean veteran; author of *Deliverance* and other well-known books. *Who's Who in the South and Southwest, 1975-1976*, 177.

[3]Creighton D. Holden (1917-), native of Detroit; assistant secretary of commerce for tourism, United States Department of Commerce; B.A., Dartmouth; World War II Army veteran; former president of St. Clair Inn and Country Club of St. Clair, Michigan; former president, chairman of the board of the American Hotel and Motel Association. Harison information; Delores A. Monteith, secretary to Creighton Holden to Memory F. Mitchell, June 18, 1976.

[4]William B. Walton (1920-), native of Arkansas; resident of Memphis, Tennessee; LL.B., Memphis State; World War II Air Force veteran; former practicing lawyer; coined Holiday Inn phrase, "the Nation's Innkeeper": one of founders of Holiday Inn system; former first executive vice-president, later president, and then vice-chairman of the board of directors of Holiday Inns, Inc. Biographical sketch, September 8, 1975, sent with Harison information; William B. Walton to Memory F. Mitchell, June 14, 1976.

SUMMARY OF SPEECH TO NORTH CAROLINA ASSOCIATION OF EDUCATORS

CHARLOTTE, APRIL 10, 1976

Speaking at the Charlotte Coliseum, Governor Holshouser told the educators that he and they were united by the common bond of a belief in the cause of public education. He praised the North Carolina Association of Educators as "a dynamic, effective instrument for group action. . . ."

When his administration was launched, the governor said, quality education had been made a top priority. Teachers were concerned, and they had seen a great reawakening of support by the people. The General Assembly had provided for a statewide kindergarten system, had extended the term for school personnel, and had reduced class size. Retirement benefits for teachers and administrators had been realized, and dramatic steps had been taken to improve the services to exceptional children. The $300 million bond issue for construction and renovation had been passed.

Contrary to the impression of many people, the legislature had added about $88 million to the budget for public schools during the preceding spring. The school budget for 1976-1977 was expected to approach $900 million, compared to a budget of $570 million during the 1972-1973 year.

The governor observed that public school enrollment reached a peak in the 1968-1969 school year and had declined each successive year. The decline had been offset by the expanded kindergarten program; but once that expansion was completed, the state would no longer be required to add substantial amounts of money to each year's budget to keep pace with the expanding enrollment.

The governor expressed concern because many children left school without the ability to read. Test scores showed that sixth grade science students were performing at a rate slightly behind the national mean. There was also concern because of lack of basic math skills. Citing examples, the governor said that less than one half of seventeen-year-olds and adults could successfully determine the most economical size of a product; only 10 percent of the seventeen-year-olds and 20 percent of the adults could correctly calculate a taxi fare; and only 1 percent of the seventeen-year-olds and 16 percent of the adults could balance a checkbook. Basic mathematics was almost as essential as reading, and the need for improvement was obvious.

The teachers had shown that they cared about children, and efforts to provide adequate compensation had been supported by the citizens. Governor Holshouser referred to a Raleigh newspaper study which showed that North Carolina teachers and state employees were better off than their counterparts in most other southeastern states.[1]

The speaker urged his audience to remember the message seen on bumper stickers: "Teachers Care." He and teachers working together had helped build public confidence in schools to the highest level in a long time. The state was making progress, and the governor expressed confidence that teachers would continue to win respect and admiration from North Carolinians.

[1]The study showed that pay for North Carolina teachers dropped from twenty-first to thirtieth place in the country because there had been no raise in pay for two years. Though North Carolina had dropped from the highest to second place in the twelve southeastern states, the Tar Heel teachers were only behind Virginia in the region. "North Carolina's Rating Falls in Pay for Teachers," *News and Observer*, February 19, 1976.

HALIFAX DAY CEREMONIES

HALIFAX, APRIL 12, 1976

[The 1976 commemoration of the Halifax Resolves was particularly significant because the anniversary was the two hundredth since the adoption of the resolves as well as the bicentennial of the United States. Speaking in the amphitheater at Halifax, the governor attracted a large crowd.]

What a great day this is! It's the kind of day that makes you especially grateful to be an American. It's the kind of day that makes you proud to be a North Carolinian. It's the kind of day that makes you feel sorry for some people—the cynical people who scoff at everything that's good about this great country, the people who say it's a waste of time to celebrate our country's two-hundredth birthday, the people who question North Carolina's right to put "First in Freedom" on our bicentennial license plates. They should be here today. They should read the fine account of the Halifax Resolves[1] by Prof. William S. Powell,[2] the noted historian. They should read the opening sentence in his article,[3] the sentence that tells you that "North Carolina was the first of the young American states to demand independence from Great Britain. . . ."

It happened here in Halifax 200 years ago today. On that date North Carolina's leaders took the first official action by any state to demand independence. The Halifax Resolves were the first recommendation by any state to the Continental Congress that independence be declared by all of the colonies through their representatives in the Continental Congress. This significant event was one of several reasons that North Carolina was "First in Freedom." That's why April 12, 1776, is one of two dates on our state flag.

But it's more than a date that we commemorate here today. It's an idea, an idea that *is* the United States of America.

This great country, this country that has brought its people more freedom, more opportunity, more prosperity than any country in the history of the world, would never have existed had it not been for the decision that was reached in Halifax and in the other colonies 200 years ago—the decision to go to war, if necessary, to form an independent nation, free from royal rule.

I was especially interested in Professor Powell's description of how this decision was reached, the decision that made North Carolina the first state to demand independence from Great Britain. As he put it: "The state came to this point slowly and gradually, but once the breaking point had been reached, it reacted quickly and decisively."

When you think about it, that's the way we usually are. North Carolina doesn't rush into things. We don't make hasty decisions. But once we make a decision, we move decisively; and we do it right.

Just look at some of the things that have happened in the last several years. It took us a long time to decide that we needed to end the competition between our various state-supported university campuses. But once we made up our mind that higher education in North Carolina would be better served by having a unified system of universities, we moved quickly and decisively to get that job done.

It took us a long time to make up our minds that the children of North Carolina would be better educated if all of them had the opportunity to attend kindergarten. But once that decision was reached, we moved quickly and decisively to establish a system of public kindergartens.

It took us a while to realize that we faced a serious problem of inadequate health care in many rural areas of our state. But once we made the decision that this was a major problem that had to be faced, we began developing a system of rural health centers and

other programs that not only is bringing basic health care to many North Carolinians but are also drawing considerable interest from many other states that are faced with the same problem.

There are many, many other examples that I could mention, examples of North Carolinians working together for the benefit of all of us and writing new chapters in our state's proud history.

These North Carolinians inherited a legacy that was handed down to us by people like those who settled in Halifax as early as 1741 and made it, within a few years, an important political, social, and economic center of northeastern North Carolina. These were people like Joseph Montford,[4] Alexander McCulloch,[5] Stephen Dewey,[6] Abner Nash,[7] Willie Jones,[8] Robert A. Jones,[9] and Robert Potter[10]—men who helped build this colony and who helped lead it into the era of the American Revolution.

It was here, in April, 1776, that the Fourth Provincial Congress met for the one essential purpose "to take into consideration the usurpations and violences attempted and committed by the King and Parliament against America." Just over a week later the Provincial Congress adopted the Halifax Resolves. On August 1 the official proclamation of the Declaration of Independence was made at the courthouse here, and work began on the organization of our original state government. On November 22 the Fifth Provincial Congress of North Carolina met at the courthouse and appointed a committee to draw up a bill of rights and a constitution for the new state. The document was adopted on December 18.

In many ways these early North Carolina citizens were just ordinary people like you and me. But they were also people who had a spark of greatness, because they had the vision to know what was worth fighting for and the courage to go to war to carry out their convictions.

It was no easy road they chose to walk. Looking back 200 years ago, it might seem to us that what they did was the easy, natural thing to do. But living in that particular time, there was no way for them to know whether they would be signing their own death warrants. There was no way to know just what personal risks they were taking or what hardships their families might have to endure. But despite the dangers and the uncertainties, they declared their independence from Great Britain. And once they had set themselves on that course, they never wavered. They began the business of creating a new government that would reflect their desire to have a government of their own choosing, a government elected by the people.

These early North Carolinians who met as the Provincial Congress joined hands with other American colonists and blazed a trail toward independence. They seized the reins of history and they transformed their idea, their dream and their vision, into the greatest nation on earth.

But there is a tendency on the part of far too many of us to take what we have for granted. In this bicentennial era, all of us should put ourselves in the place of those authors of the Halifax Resolves and all the others who put their names on the line in the cause of freedom. These colonists took a mighty risk; they fought a war, and they endured hardships few of us could imagine, and all for a cause, an idea. The ideals they fought for and the nation they founded have endured for 200 years. As we celebrate that fact, we should look around and ask ourselves just why it is that the United States has achieved such greatness.

At the same time we should ask ourselves if we have been truly faithful to these ideals. We should ask ourselves why we sometimes have let our country stray from some of the great ideals and principles on which this country was founded. And we should ask ourselves, each of us, what we can do to see that our country remains on the course charted for us by our leaders 200 years ago. We should ask ourselves, too, if we have sometimes let the skeptics and the cynics get the best of us. We should ask ourselves if it is the American spirit to become bogged down in pessimism and to look at the dark side of everything.

I recently ran across a thoughtful and thought-provoking speech that was given last month by Mr. Walter B. Wriston.[11] Mr. Wriston talked about the disturbing change in attitude that has overtaken our country. ". . . when men looked back from 1876 to 1776," he wrote, "their perspective improved and, despite many troubles, there was a lively awareness of fundamental progress which awakened fresh confidence. Optimism, without which democracy withers, was the dominant mood."[12]

But today, he continued, "the accent is not on the evidence of progress in a multitude of fields; the heaviest emphasis is upon failure." He said that there are those who "would have us believe that things are not just going badly, they are growing progressively and rapidly worse. The dominant theme is the new American way of failure. No one wins; we always lose."[13]

As this business leader put it: "It is this technique of incessantly accenting the negative that erodes optimism, one of the cornerstones of democracy. To function at all, a free society must be

supported by the firm faith that man is capable of fashioning ways of life that time will prove better than his earlier efforts."[14]

And, he continued:

In a free nation, the perspective must be longer than one life or the current problems. Endless harping upon the shortcomings of our society and on the powerlessness of the individual undermines morale at home and is a needless diminution of our world prestige. An editorial in the *London Telegraph* put it succinctly: "It's time America's friends spoke out with some nasty questions to . . . the press, sections of Congress, television commentators, comedians, university pundits and a lot of other people who think there is a dollar to be made out of denigrating their country's institutions and leaders."[15]

Mr. Wriston couldn't be more right when he says that the fate of this great republic depends upon whether Americans can recover a profound belief in our democracy.

If this celebration today, if the American bicentennial celebration, does nothing else, it will be worthwhile if it brings to the American people a reawakening of the American spirit, the spirit that says that this is a great country that we're going to make even greater, the spirit that rejects the clamor of those who would tear this country down by constantly tearing at its fabric with their incessant attacks on our leaders and our institutions.

This country was settled by optimists. Otherwise, they never would have made that hard voyage across the ocean to build a new life in a strange new land. The people who won our independence were optimists. Otherwise, they never would have dreamed of challenging the king of England and his mighty army.

Today we can see for ourselves that this spirit of optimism still lives. Otherwise, there would have been no Halifax restoration; no Halifax visitor center; no Halifax bicentennial celebration. So today, as we celebrate this great date in our history, all of us should be grateful to those who made this history and also to those who cared enough to preserve it. Because of their dedication and perseverance, North Carolinians and Americans for generations to come will be able to come here and become better acquainted with our country's great heritage.

That's why the bicentennial is so important, why celebrations like this one mean so much to our country today. It's a time when every American needs to return to this well, to taste again the sweetness of the American dream, to wash away the mud splashed on our national spirit by the negative know-it-alls wallowing away in their mire of criticism, carping, and complaints.

That was a great idea those folks in Halifax had 200 years ago. This is a great country that came out of that idea. And, because of people like all of you, people who care enough to remember the past and build for the future, it's going to be even a greater country when the people gather here in 2076 to celebrate the tricentennial of the Halifax Resolves.

[1]The Fourth Provincial Congress met at Halifax on April 4, 1776. Present were 148 delegates from thirty-four counties and eight towns. On April 12 a report was submitted which was adopted by Congress and which was considered the first explicit declaration by any colony in favor of separation from Britain. Hugh Talmage Lefler (ed.), *North Carolina History Told by Contemporaries* (Chapel Hill: University of North Carolina Press, Fourth edition, 1965), 103-104.

[2]For identification, see page 261.

[3]The governor referred to an undated news release entitled, "The Halifax Resolves," which was issued as the seventh in a series by the North Carolina Bicentennial Committee, Department of Cultural Resources.

[4]Joseph Montford (1724-1776), clerk of the Halifax superior court; representative of Halifax County and later the town of Halifax in lower house of assembly, 1762, 1764, 1766-1768, 1769, 1770-1771, 1773, 1774; colonel in militia; treasurer of northern district, 1764-1775; represented town of Halifax in Second Provincial Congress, 1775. Don Higginbotham (ed.), *The Papers of James Iredell* (Raleigh: Division of Archives and History, projected 4 volumes, 1976-), I, 20-21n, hereinafter cited as Higginbotham, *The Papers of James Iredell*; John L. Cheney, Jr. (ed.), *North Carolina Government, 1585-1974: A Narrative and Statistical History* . . . (Raleigh: North Carolina Department of the Secretary of State, 1975), 48, 51, 52, 53, 54, 55, 56, 23, 86n, 154, hereinafter cited as Cheney, *North Carolina Government*.

[5]Alexander McCulloch (? - ?), lived near Halifax; justice of the peace; colonel in militia; deputy auditor general of the province and Halifax County representative in lower house of assembly, 1760-1762, before elevation to royal council, 1762-1776; was alive as late as 1777. Higginbotham, *The Papers of James Iredell*, I, 20-21n; Cheney, *North Carolina Government*, 46-47.

[6]Stephen Dewey (? - ?), represented the town of Halifax, 1760-1761, in the lower house of assembly; judge of the vice-admiralty court, dates unknown, but was serving by March 17, 1768, and had probably been serving for sometime by that date. Cheney, *North Carolina Government*, 47-58, 95n.

[7]Abner Nash (1740-1786), native of Virginia; moved to North Carolina in 1763; represented town of Halifax in lower house of assembly, 1764-1765, and Halifax County, 1771; member of Provincial Council, 1775-1776; represented New Bern in all five provincial congresses; speaker, House of Commons, 1777, and Senate, part of second session, 1779-1781; member, House of Commons, 1782, 1784, 1785; governor of North Carolina, 1780-1781. Cheney, *North Carolina Government*, 51, 54, 151, 153, 154, 156, 157, 159, 201, 204, 341n, 205, 210, 213, 215, 216, 160, 188, 151; Crabtree, *North Carolina Governors*, 46-47.

[8]Willie Jones (c.1741-1801), continental congressman, legislator; son of Robert (Robin) Jones; aide to Gov. William Tryon in Battle of Alamance; chairman, Halifax Committee of Safety; member of all five provincial congresses from Halifax County; influential member of committee to draft constitution for North Carolina; representative of town of Halifax, 1777, and Halifax County, 1780-1781; member, Council of State, 1781, 1787; North Carolina Senate, 1782, 1784, 1788; delegate to North Carolina Convention of 1788 to ratify North Carolina Constitution; member first board of trustees, University of North Carolina; member of commission which located capital of North Carolina. *Who Was Who: Historical Volume,*

356; Ernie Wood, "Willie Jones: An Aristocratic Radical," *News and Observer*, December 21, 1975, hereinafter cited as Wood, "Willie Jones."

[9]Robert (Robin) Jones, Jr., also known as Robert ap Jones (?-1776), left Virginia in 1730s to serve as agent for Lord Granville in North Carolina, becoming large landowner; represented Northampton County in the lower house of assembly, 1775-1761, and elected to serve in the first assembly under Gov. William Tryon, 1766, but died without taking his seat; attorney general, 1756-1759, 1761-1766. Cheney, *North Carolina Government*, 45, 46, 47, 51, 52, 90n, 22, 84n, 85n; Wood, "Willie Jones."

[10]Robert Potter (c. 1800-1842), native of Granville County; lawyer in Halifax, member of House of Commons, 1826-1828, 1834-1835, expelled for fighting, 1835; member, United States House of Representatives, 1829-1831; went to Texas; delegate to Texas Convention, 1835-1836; signed Texas Declaration of Independence, 1836; secretary of navy, Texas, member Texas Senate, 1842; shot in political feud, 1842. *Who Was Who: Historical Volume*, 492. Governor Holshouser included Potter in his list of significant Halifax County people of the colonial period, but his role in the county came after the Revolution.

[11]Walter Bigelow Wriston (1919-), native of Connecticut; resident of New York; banker; B.A., Wesleyan University; postgraduate work, Ecole Francaise, Middlebury, Vermont, American Institute of Banking; M.A., Fletcher School of International Law and Diplomacy; honorary degrees; formerly with State Department; joined First National City Bank, New York, 1946, rising to president, 1967-1970, and chairman since 1970. *Who's Who in America, 1976-1977*, II, 3457.

[12]Walter B. Wriston, *Liberty, Leadership and License* ([New York: Citibank, 1976]), 2, hereinafter cited as Wriston, *Liberty, Leadership and License*. The speech was made in Chicago before the Management Conference, University of Chicago, Graduate School of Business on March 11, 1976.

[13]Wriston, *Liberty, Leadership and License*, 3.

[14]Wriston, *Liberty, Leadership and License*, 5.

[15]Wriston, *Liberty, Leadership and License*, 5.

SOUTHERN SECTION, INSTITUTE OF TRAFFIC ENGINEERS

WINSTON-SALEM, APRIL 13, 1976

[Highway safety was a matter of concern to Governor Holshouser and those in his administration who were responsible for highways and traffic safety. The chief executive delivered this speech at the Hyatt House in Winston-Salem.]

It's a pleasure for me to join our North Carolina members of your organization in extending a warm welcome to all of our visitors from the other eight states in the southern region. Whether you represent the federal government, your state, or your city, each of you has a very vital role to play in meeting one of the most important needs of the people you serve — the need to go where we want to go or to transport our goods with a minimum of problems and a maximum of safety.

Most of you, I understand, are involved in the traffic side of transportation. As transportation engineers you are responsible for determining what speed limits are safe on various streets and highways. You're responsible for taking steps to minimize accidents at intersections, for reviewing subdivision plans from the standpoint of highway safety, for controlling traffic in urban areas, and for investigating areas where the traffic accident rates are high. Today, throughout our country, a race is going on to improve and expand our transportation systems to keep pace with a growing demand. This is especially true in our own states since we live in the fastest growing region in the country.

Because of the present constraints in the economy, many of us simply are unable right now to build roads and other transportation facilities fast enough to keep pace with this growth. This makes the job of making our roads and our streets safe that much more of a challenge. It's a challenge that concerns all of us, and one that makes conferences such as this one more important than ever. This conference is especially timely since just last week, U.S. Secretary of Transportation William T. Coleman[1] submitted a National Highway Safety Needs Report to the Congress.[2] This report is directed toward increasing the effectiveness with which government at all levels applies its resources to reducing traffic fatalities and injuries on our nation's highways. We are proud that much of the input for this report came from our Research Triangle Institute of North Carolina, which researched and compiled an extensive data base on the costs and potential effects of a number of highway safety alternatives.

The institute has had a sound record of past achievements in advocating increased safety for highway transportation. It developed standards for planning residential street networks to enhance the safety of pedestrians and cyclists and in designing uniform highway signs using improved symbols, colors, and shapes that are easy to comprehend under varied driving conditions. I urge all of you to consider carefully how the new research findings in Secretary Coleman's report can best be applied to making our streets and highways safer. By your training and skills you can be a catalyst in bringing together all of the various groups that have a role to play in this effort to focus attention on how we can reduce traffic accidents, deaths, and injuries. The trends in recent years are well known to us. From 1965 until 1969 we saw the number of highway traffic deaths in this country rise steadily each year from about 48,000 to some 55,000. Then in 1974, the number dropped to

46,000, largely as a result of a decline in miles traveled because of the fuel shortage and the 55-mile-per-hour speed limit that was imposed to conserve fuel. Last year, the number of fatalities was about the same as in 1974.

If we assume that national highway safety efforts will continue at present levels, it's expected that the number of traffic deaths will rise to about 56,000 in 1986. This prediction is based on several factors. Our nation's population is expected to grow from 212 million in 1974 to 233 million in 1986. There will be an increase in the number of licensed drivers from 125 million to 152 million ten years from now. We'll have more registered vehicles — 169 million in 1986 as compared with 135 million in 1974. And highway travel is expected to increase over the same period from 1.29 trillion to 1.68 trillion vehicle miles. The projected increase in traffic deaths also takes into account such contributing factors as per capita consumption of alcohol and increased use of small cars. It's estimated that in 1986 twice as many people will be killed while riding motorcycles and bicycles as in 1974, while a thousand more pedestrians will lose their lives in accidents.

There are some ways that we know of to cut down on the death and injury tolls. For example, it is estimated that some 3.2 million injuries could be prevented over the next ten years by the use of safety belts. The experts also say that stronger enforcement of the nationwide 55-mile-per-hour speed limit could help us avoid some 415,000 accidents that would cause injuries during this same period.

As we plan ahead, there are several categories of people and types of accidents that call for special attention. First, there is the pedestrian. We know that while only 2 percent of all motor vehicle accidents involve pedestrians, over 20 pecent of the people killed on the streets and highways of this country are pedestrians. We also know that while only a third of all traffic deaths occur in urban areas, about two thirds of all pedestrian fatalities happen in these areas. Many of these victims are older people. While only a tenth of the nation's population was over sixty-four years of age in 1974, almost a fourth of the pedestrian deaths that year involved people in this age group. Since this group is expected to increase by almost 15 percent by 1986, we need to look hard for ways to make it safer for them to cross our streets.

Second, there is the young driver. Drivers under twenty-five years old comprise 22 percent of our country's licensed drivers, but they're involved in over 35 percent of the fatal accidents. Obviously,

this calls for increased emphasis on effective driver training programs.

Third, there is the drinking driver. He's a problem that continues to plague us. Some researchers estimate that alcohol is a factor in as many as half of all fatal accidents. In these cases, two thirds involve problem drinkers who can be identified and who represent less than 10 percent of all the drivers on the road. Trends indicate that we can't expect any slackening in either the consumption of alcohol or its use while driving. So we can see that the drinking driver will continue to play a major role in causing bloodshed on our streets and highways unless we do a better job of attacking this problem.

Fourth, there is the bicycle rider. The increased use of bicycles has been accompanied by a 40 percent increase over the last ten years in accidents involving bicyclists. With more and more people of various ages starting to ride bicycles, we can expect to see an increasing proportion of fatalities involving bike riders.

The same holds true of motorcycle riders. According to National Safety Council estimates, motorcyclist fatalities doubled between 1965 and 1973 while the number of deaths involving other types of motor vehicles increased by only 7 percent.

All of these things mean that the next decade is going to be characterized by some significant shifts in the various indexes that we use to measure the likelihood of being involved in a traffic accident. But these figures and projections aren't worth much unless we put them to good use. It's not just enough to know what the problems are and what they're likely to be in the years ahead. All the research in the world won't prevent a single accident or a single death unless it's used to develop effective safety programs and procedures.

It's up to everybody who has an interest in highway safety to begin now to explore how we can move to minimize the problems forecast in the next decade. Your profession and your institute can provide leadership in this effort, not only by using your own professional knowledge and skills, but by bringing together other groups that have a role to play in the total effort to analyze the problems and develop the appropriate programs. In North Carolina, for example, work is now under way in the Governor's Highway Safety Program to inaugurate a new system that will, by the end of this year, give us a continuing analytical process for managing highway safety improvements in our state.

It's also extremely important that we have a continuing process of education, of keeping abreast of new developments in the field of

highway safety. In North Carolina, for the last six years, your organization and the Governor's Highway Safety Program have joined together to provide technical short courses for state and municipal engineers and technicians. This year some 120 people will take part in the four workshops planned.

It's equally important that we continue to build and expand on the cooperative efforts now going on among the various levels of government, federal, state, and local, in transportation planning and traffic safety efforts. For example, here in North Carolina, scores of highway safety programs and activities have been made possible through funds provided by the Federal Highway Safety Act. As you know, these federal funds are handled on the state level by the Governor's Highway Safety Program. Our Division of Highways, in turn, uses some of these funds to conduct numerous projects and studies for cities and towns throughout our state. I am sure that all of you from the other states can cite similar examples of this federal-state-local partnership at work. And, finally, it's vital that all of us share what we learn—the ideas, the projects, the programs that make it safer for our people to travel our streets and highways. What we learn in North Carolina probably can be applied in your state and vice versa.

That's why organizations such as this one and conferences such as this one are so important, to bring together people working in different states and cities, representing various levels of government, to learn from each other and to exchange experiences and knowledge. It's my hope that as the search goes on for new ways to combat the problems, new and old, that cause death, injury, and destruction on our streets and highways, that we in the Southeast, working together, can take the lead in finding the solutions for all Americans.

[1]William Thaddeus Coleman, Jr. (1920-), A.B., University of Pennsylvania; LL.B., Harvard; former law secretary to U.S. Supreme Court Justice Felix Frankfurter; lawyer, partner, New York firm; secretary, Department of Transportation, Washington, since 1975. *Who's Who in Government, 1975-1976*, 122.

[2]*The Highway Safety Needs Report: Report of the Secretary of Transportation to the United States Congress pursuant to Section 225 of the Highway Safety Act of 1973* (Washington, D.C.: U.S. Department of Transportation, April, 1976).

HEARING ON PROPOSALS TO ENSURE THE PROTECTION OF THE NEW RIVER AS A NATIONAL WILD AND SCENIC RIVER U.S. HOUSE SUBCOMMITTEE ON NATIONAL PARKS AND RECREATION

WASHINGTON, D.C., MAY 6, 1976

[The following statement was delivered by Governor Holshouser in his continuing efforts to preserve the New River. After his meeting with Kent Frizzell, acting secretary of the Department of Interior, in August, 1975, several developments occurred. Arguments before the United States Court of Appeals were heard in October, but no decision was handed down until March 24, 1976. At that time the state suffered a set-back when the court approved construction of the dam by upholding the Federal Power Commission license to the Appalachian Power Company. The previous week Interior Secretary Thomas Kleppe, who had taken office in October, ruled that the New River could become part of the National Wild and Scenic Rivers System; but at the time he had referred to the possibility of his decision being overturned by the courts. The appeals court did, however, allow time for archaeological research and salvage as a condition of licensing. North Carolina filed a motion with the Federal Power Commission on April 1 asking for a full hearing so that evidence as to the richness of the archaeological treasures could be presented prior to flooding. Attorney General Rufus Edmisten also planned an appeal of the Court of Appeals decision to the United States Supreme Court. *News and Observer*, March 13, 16, 25, April 27, 1976; *Raleigh Times*, February 11, April 1, 1976; "Kleppe Becomes Interior Chief," *New York Times*, October 18, 1975, 30.

By mid-April Kleppe had asked the Justice Department to join North Carolina in appealing the federal order permitting the power project, and Attorney General Edmisten had asked the Fourth Circuit Court of Appeals in Richmond to delay the court order until the appeal to the United States Supreme Court could be heard. The petition asking for review by the Supreme Court was filed on April 27. *News and Observer*, April 15, 1976; *Raleigh Times*, April 27, 1976.

In the meantime, bills were introduced in the House by Rep. Stephen L. Neal and in the Senate by Sen. Jesse A. Helms whereby the New River would be saved and the power company blocked. Strong support came from Rep. Roy A. Taylor, and the House bill was supported by the entire North Carolina delegation. Though Sen. Robert B. Morgan asked for a delay when the Senate bill was under consideration by the Senate Interior Committee, saying there were unanswered questions which needed study, he later added his support to the cause. Governor Holshouser went to

Washington to testify before the House Subcommittee on National Parks and Recreation on May 6. On May 10 the subcommittee unanimously approved the bill despite power company threats of a $500 million lawsuit if Congress enacted the bill. *News and Observer*, April 2, 4, 6, 15, 20, 21, May 11, 20, 21, 22, 1976. For further information, see entries under "New River" in the index.]

I am deeply grateful for the opportunity to represent the state of North Carolina on a matter that is of vital importance to our state and its people. I am pleased to have at my side our attorney general, Mr. Rufus Edmisten.[1] He has worked very hard, as I have, in North Carolina's effort to assure the protection of the New River.

As your chairman put it so well in the notice of meeting, the question before this hearing is whether the Congress should act affirmatively to ensure the protection of this "unique river area." I can say without the slightest qualification that it is North Carolina's position that the Congress should adopt this legislation. Our position is shared by many other parts of the country and has drawn the attention of TV networks and many newspapers.

Support for this position in our state is strong, deep, and broad. Our General Assembly has unanimously endorsed the concept of placing this 26.5 miles of the New River in the National Wild and Scenic Rivers System.[2] It has the unanimous support of North Carolina's delegation in the House of Representatives. And I am confident that this viewpoint represents the feelings of the vast majority of the people of North Carolina and, in particular, the people of Ashe and Alleghany counties, who would be most seriously affected by the impact of the proposed Blue Ridge power hydroelectric project.

We are deeply grateful that the Department of the Interior stands with us on this issue. As you know, the secretary of the interior recently designated this segment of the New River as a component of the Wild and Scenic Rivers System. Prior to this action our proposed management plan was circulated throughout the federal government. From all the agencies that had an opportunity to review the plan, there was no substantial adverse comment except from the Federal Power Commission.

One of my primary purposes in being here today is to give to the Congress every assurance that the state of North Carolina stands behind the management plan and will make every effort to implement it properly. There is not time this morning for me to go into

detail as to why we feel so strongly that the passage of this legislation is so essential. However, there are several points I want to mention. Historically, archaeologically, environmentally, and ecologically, the New River *is* unique. In every way it is the kind of river the Congress had in mind when it adopted the National Wild and Scenic Rivers Act. The New River is considered by many historians to be the second oldest river in the world.

Our Department of Cultural Resources has nominated thirty-three archaeological sites along the river for inclusion in the National Register. Archaeologists say that a major portion of the valley is so rich in historical and archaeological resources that its inundation would deprive America of one of the few remaining opportunities to preserve a major area where the total record of man on this continent can be examined and understood.

Obviously, the proposed power project also would have a direct impact on people. The reservoir would displace more than 1,000 people in Ashe and Alleghany counties and would remove for all time many acres of valuable farm and timberland. All of us, of course, have to be concerned with meeting this nation's energy needs. Certainly we in North Carolina fully share this concern. However, as a high official of the Federal Energy Administration said to me not long ago, we should not allow our search for energy to be done at the expense of our most precious natural resources. In short, the many advantages of maintaining this scenic river for future generations as a free-flowing river far outweigh any short-term benefits to be gained from the Blue Ridge project.

In closing, let me simply say that we need your help. A great river, one of America's natural treasures, is in your hands.

[1]For identification, see page 281.

[2]"An Act to Lengthen the Segment of the South Fork, New River, in Ashe and Alleghany Counties Included in the North Carolina Natural and Scenic River System" was ratified May 26, 1975, to be effective upon ratification. *N.C. Session Laws, 1975, First Session*, c. 404.

SUMMARY OF SPEECH AT CONFERENCE FOR COUNTY COUNCILS ON THE STATUS OF WOMEN

RALEIGH, MAY 13, 1976

As he had done on November 8, 1973, when he spoke to the North Carolina Council of Women's Organizations and again on September 4, 1975, when he addressed the Conference on the Status of Women, Governor Holshouser pointed to the positive

record of his administration in employing women to administrative, managerial, and professional positions in state government. He reminded his audience that he had pledged to have a full partnership for all North Carolinians, including blacks, Indians, young people, and women.

Women had been actively recruited for state government positions. In late 1973 the Equal Employment Opportunity Task Force had been appointed to develop an affirmative action plan for women, the handicapped, and minorities. About the same time the North Carolina Council on the Status of Women had been strengthened; its work was praised by the governor.

Examples were given by Governor Holshouser to illustrate the impact women were having in various state agencies: twenty-six women officials and administrators and ninety-seven women in administrative professional jobs in the Department of Adminstration; 136 women in official and administrative positions and 2,284 in professional positions in the Department of Human Resources; and increases in these areas in the Departments of Commerce, Cultural Resources, Agriculture, Labor, Revenue, Correction, and Transportation. The governor noted that Barbara Simpson[1] had done such an outstanding job as a member of the Utilities Commission that she had been nominated by the president of the United States for a seat on the Federal Power Commission. He referred to Pat Locke,[2] whom he had nominated for the Utilities Commission but whose nomination had been turned down by the General Assembly.

The Council on the Status of Women was given credit for much that had been done. The governor said the council had also urged the establishment of county councils, and thirty counties plus Greensboro and High Point had followed through. The council's 210-page statistical documentary, *The Status of Women in North Carolina*, was also cited by the governor as being a worthwhile achievement.

Governor Holshouser mentioned several women who had been handling top administrative jobs, saying they had "broken new ground in the past three years, have opened the way for many more women to assume important roles in North Carolina's state government. By proving that they can do the job they've made it easier for future governors and department leaders to open more doors for the women of this state. And, by their example, I am sure that they have made it easier for women to move ahead in local government, in private industry, and in many other fields."

[1]Barbara Anne Simpson (1931-), native of Pennsylvania; B.S., Bucknell; M.A., Pennsylvania; postgraduate studies, London School of Economics and University of North Carolina at Chapel Hill; formerly on faculties of College of William and Mary, University of Maryland in France and West Germany, and former chairman of economics department, Queens College, Charlotte; appointed to Utilities Commission July 1, 1975. "Tar Heel of the Week," *News and Observer*, July 13, 1975; appointments files from Governor's Office for Utilities Commission.

[2]Patricia S. Locke (Mrs. Howard) (1930-), native of Brownsville, Pennsylvania; educated, Roanoke College; bookkeeper at Duke Hospital and for doctors in Charlotte; district manager for Avon; six-county manager for 1970 U.S. Census; elected to Charlotte City Council, 1973; chairman of the North Carolina Women's Political Caucus; member of the National Women's Political Caucus Steering Committee; on various boards and a member of the North Carolina Commission on the Status of Women. Information, including "Friendly Fussing Fills Pat Locke's Home," *Charlotte News*, November 9, 1973, included with letter from Mary L. Phillips, local history librarian, Public Library of Charlotte and Mecklenburg County, Charlotte, to Memory F. Mitchell, January 21, 1977; news release from Governor Holshouser's office, May 4, 1976; *News and Observer*, May 5, 12, 1976.

LOWER CAPE FEAR WATER AUTHORITY PROJECT

WILMINGTON, MAY 19, 1976

[The following statement was made at a news conference held in Wilmington.]

For more than eight years, leaders in southeastern North Carolina have been working on a plan to increase greatly the water supply to homes and industry in this part of the state. Today, for the first time, I believe we can say it is reasonable to expect the Lower Cape Fear Water System to become a reality. This system will have a capacity of 45 million gallons a day, and it will cost $16.5 million to build. It will provide initial benefits to Wilmington, New Hanover County, and Brunswick County, and later it will also benefit Bladen, Columbus, and Pender counties. In conjunction with this project, another project is being developed to provide distribution lines and a treatment plant for the Leland area, using raw water from the Cape Fear project.

This project involves several federal agencies as well as state and local governments. This past week, the Farmers Home Administration authorized its Raleigh office to process a loan application for $9,234,550. This means that tentative agreement of all the funding agencies has been given, subject to satisfactory processing of the necessary applications and final approvals by the agencies involved. In addition to the Farmers Home Administration loan, grants of

$3.5 million from the Economic Development Administration, $1 million from the Coastal Plains Regional Commission, and $2.8 million from the North Carolina Clean Water Bond money are being processed. Final approval of all applications should come within the next several weeks.

This is obviously a major project involving many agencies and a great deal of money. Because of this, the project has taken a very long time.

Today is indeed a day for which a great many people have waited for a matter of years. There have been many hurdles to clear, and there has been a tremendous amount of time required in studies, reports, and grant preparation. Our Office of Intergovernmental Relations now has a huge file that represents hundreds of man-hours, and our state office in Washington has arranged countless conferences with federal agencies to negotiate in this effort. I have personally spent more time on this project than any other during my term in office.

But today represents a special victory for a group of people here who have fought when the battle seemed hopeless. They wouldn't give up when obstacle after obstacle arose. Their dedication and determination, more than anything else, has brought us to this moment.

The real credit goes to the Lower Cape Fear Water and Sewer Authority, under the able leadership of Mike Brown,[1] and the leadership of the business community. They saw the challenge and knew this project was the only answer to the future water needs of this area.

As the coastal area of North Carolina continues to grow, water supply will be one of the critical demands. Thanks to the foresight of those who began planning this project many years ago, this part of North Carolina will be prepared to meet these demands.

[1]Michael C. Brown (1913-), native of Wilmington; educated, Graduate School of Banking, Rutgers, and Executive Program, University of North Carolina at Chapel Hill; World War II veteran, retired major, U.S. Army reserves, 1962; with North Carolina National Bank since 1947, rising to position of senior vice-president and city executive in Wilmington. Michael C. Brown to Memory F. Mitchell, January 27, 1977.

SUMMARY OF STATEMENT AT HEARING ON PROPOSALS TO ENSURE THE PROTECTION OF THE NEW RIVER AS A WILD AND SCENIC RIVER U.S. SENATE INTERIOR COMMITTEE

WASHINGTON, D.C., MAY 20, 1976

[Governor Holshouser testified again on the New River matter when the Senate Interior Committee held hearings. Also appearing before the committee was A. Joseph Dowd, general counsel of American Electric Power Service Corporation, the parent company of Appalachian Power Company. He reiterated his threat to sue the government for $500 million if Congress blocked the New River hydroelectric project. The $500 million represented the difference between the cost of building the dams in Virginia, near North Carolina, and the cost of building a coal-fueled power plant with a comparable output of electricity. Dowd argued that the license granted by the Federal Power Commission amounted to a property right. *News and Observer*, May 22, 1976. Governor Holshouser's statement is summarized below.]

Though his testimony was similar to that presented before the House subcommittee on May 6, the governor did elaborate on North Carolina's management plan, which was based on legislation adopted by the North Carolina General Assembly when it established the South Fork of the New River as a Scenic River. The plan had as objectives the preservation of natural and scenic values of the river; the preservation of prevailing land uses along the river, principally agriculture and forestry; the accessibility of the river to the public for its enjoyment and use; and the accomplishment of these goals with as little removal of land from private ownership as possible. The points made before the House subcommittee were reiterated by the governor in his May 20 statement before the Senate Interior Committee.

SUMMARY OF SPEECH AT COMMENCEMENT EXERCISES AT ELON COLLEGE

ELON COLLEGE, MAY 23, 1976

When he spoke to the graduating class at Elon College, Governor Holshouser called attention to the monumental changes which had occurred in the preceding decade. He reminded graduates that they

lived in the most prosperous country on earth and that they were particularly blessed to live in North Carolina, a state which had avoided urban problems despite its rank of twelfth largest in population. Efforts to bring in quality industry, to improve educational opportunities, to modernize transportation systems, and to assure quality health care were being made so as to assure a better life for generations yet to come.

America's way of life was dependent on people. Calling attention to low voter registration and low voter participation, the governor cited examples of apathy on the part of many. He challenged those in the graduating class to contribute toward the solution of problems the country then faced and would face in future years. In conclusion he asked those in his audience to consider what they could do to repay the debt they owed their country. He challenged them to make America a better place for those to follow.

NORTH CAROLINA POLICY FORUM ON IMPROVING PRODUCTIVITY IN STATE AND LOCAL GOVERNMENTS

RESEARCH TRIANGLE PARK, JUNE 2, 1976

[The conference at which the governor spoke was sponsored by the Committee for Economic Development and was held at the Governors Inn.]

It's a great pleasure for me to be with you this morning and to welcome all of you to this extremely important conference. For many years the Committee for Economic Development has played a significant role in this country's affairs and in shaping decisions that affect the lives of all Americans. It is an organization in the true American spirit of voluntary participation. Its members are leaders in American business and education who give of their time and talents to help find solutions to many of the pressing problems that face this country.

Over the years the CED has developed findings and recommendations in four major areas: the national economy; the international economy; education and urban development; and, finally, the management of federal, state, and local governments.

This conference today will be devoted to a discussion of the latest policy statement by the committee's Research and Policy Committee on "Improving Productivity in State and Local Government." It

is a significant document, one that deserves your thorough examination.

Each of you was invited here because you are recognized as a leader in business, in government, in education, or in the civic life of your community and this state. Your opinions are respected; people listen to your ideas. What you have to say about the recommendations that will be presented to you in depth today, and your own suggestions, could have a significant and lasting impact on the future course of state and local governments in North Carolina.

Make no mistake about it: productivity in government, or whatever term you want to use for it, is one of the hottest topics going in this country today. The people of North Carolina and all across the United States are concerned about the growth of government, about the bite that government is taking out of their pay checks, about the waste and red tape that seem to be part and parcel of so many government programs, especially on the federal level. The people are concerned about so many big, expensive programs that never seem to live up to their expectations, that simply don't do the job they're designed to do.

In a nutshell, the people of this country are wondering just where all their tax dollars are going, they're seriously questioning whether they really want to keep paying for so many programs and services. They're looking at the costs and the benefits, and, in many instances, they're not liking what they see.

If there is one overriding theme in this election year it's "Big Government." You hear it everyday from some of the major candidates for president. Some of the candidates for governor of North Carolina are talking about it more and more. Even on the local level, the issue is being raised. There's a national debate going on, and it isn't confined to the questions about the merit of one program or another or of spending in one area as opposed to another area. Underlying this whole discussion is the basic question of just how much we, the American people, want government to do for us.

The growth of government in this country is well documented in the report before this conference. While all Americans are aware of the growth of the federal government, many people probably would be surprised to learn that the growth of state and local government was even more dramatic in two decades from 1954 to 1974. A lot of this growth can probably be explained and justified by the fact that state and local governments were way behind and had a longer way to go just to catch up with public demand for services. I believe that

the best government is the government that's closest to the people and that anything we can do to shift more of the responsibility from Washington to the state capitals, county courthouses, and city halls is a move toward better serving the people. At the same time, when we see that government expenditures now account for one third of our gross national product, we have to recognize that spending at all levels is a matter of very serious concern.

For all of us involved in government, this means we better start taking a long, hard look as to how we can do a better job of managing government. It's a big job, a tough job, one that literally staggers the imagination. As one candidate on the stump has put it, when you're up to your knees in alligators, it's hard to remember that you started out to drain the swamp. But it's not an impossible job, and it's one that has to be done.

The first thing we're going to have to do is to make sure we catch up with the people in recognizing the absolute need for better management of government, increased government productivity, and more efficiency in handling the people's tax dollars. Some of the news media are still fond of referring to this kind of effort as "tinkering" with the system. They get a lot more excited about new, glamorous programs. Many interest groups think and react along the same lines. But the people are looking for something else, for accountability. They expect their tax dollars to be used as economically and as wisely as we know how.

In North Carolina significant strides have been made in recent years. Over the last seven years or so we have ushered in a new era for state government in North Carolina, with a major reorganization and streamlining of the executive branch. More than 300 administrative departments and agencies, boards, and commissions, were grouped into nineteen principal departments.

As the first governor to serve in this new structure, I can say without hesitation that it's the best thing that ever happened in terms of getting a handle on state government and making it work more efficiently and effectively. We've saved money from this reorganization, but the benefits go beyond dollars and cents. The reorganization has not been without complaints, but these comments usually come from those who are only interested in doing their own thing without anybody looking over their shoulder and don't feel that sense of accountability.

We have also reorganized our system of higher education, putting all of our state-supported universities under one board of

governors with a single budget and a statewide approach to planning. This, too, has the potential to reduce waste, duplication, competition, and pork-barreling.

When I took office in January, 1973, my first executive order was to create a Governor's Efficiency Study Commission composed of business leaders in North Carolina with the mandate to go into state government and find ways to improve service by our agencies while avoiding needless costs. Under the leadership of Archie Davis,[1] this commission put in more than 20,000 man-hours. Almost 200 businesses donated the manpower and the money to do the job.

In all, the commission made 676 recommendations. More than 500 of these recommendations have been implemented or are in the process of being implemented at an annual savings of $83 million.

We are proud and deeply grateful for these accomplishments, but we know that there's a lot more that can be done. Unless there is constant vigilance, government spending can multiply like rabbits before you know it. In Raleigh, we've established an Administrative Management Division to build on the job done by the Efficiency Study Commission, to make our search for better efficiency an on-going effort. We know that if we are to hold down costs, it's going to take a conscious effort. This kind of effort has resulted in our continuation budget for state government having a growth of only 1.4 percent in actual expenditures this year over 1974-1975. This compares with an annual rate of growth over the previous six years ranging from 9.4 percent all the way up to 28 percent.

There are other things we can do, too. Government at all levels should look seriously at ways to assure that all programs are periodically reviewed to determine whether they can still justify their existence. This can be done either through some sort of "sunset law," which requires that programs be phased out after a certain number of years unless a review justifies their continuation, or through periodic zero-based budgeting.

On the federal level, there is no question that the time has come for a major structural reorganization. But as former President Nixon found out in a battle that lasted more than five years, there are many people in Washington who automatically resist change. But that change has got to come, just as it has come to North Carolina and to state government in a number of other states over the last several years.

As the committee report suggests, all of us have got to make every effort to improve the working relationships among federal, state, and local governments. That's why we have established an Office of Intergovernmental Relations as an agency of our state government with a full-time office in Washington.

The CED policy statement contains a number of very positive suggestions. Before this month is over I will carry out one of these recommendations by establishing a high-level commission, with representatives from state and local governments and the private sector, to identify and suggest permanent mechanisms for evaluating and improving state and local government productivity.

The need for giving the people better government at less cost is everybody's concern and everybody's job. I am confident that this conference today will help all of us to move closer to that goal.

[1]For identification, see page 19.

TRANSFER OF DEED CEREMONY FOR CAPE LOOKOUT NATIONAL SEASHORE

CAPE LOOKOUT, JUNE 8, 1976

[On the afternoon of June 8 the governor and U.S. Interior Secretary Thomas S. Kleppe met at the Cape Lookout Lighthouse to transfer deeds from the state to the federal government for land on Core Banks. The stretch of land from Ocracoke Inlet to Cape Lookout thereby became part of the Cape Lookout National Seashore, administered by the National Park Service. Much of Core Banks, part of the Outer Banks off the North Carolina coast in Carteret County, lies only a few feet above high tide level and is less than 2,100 feet wide. This addition gave North Carolina 122 miles of protected beaches within the National Park System from north of Oregon Inlet to Cape Lookout. Cape Hatteras National Seashore was added to the system in 1937. Plans called for the National Park Service to begin taking steps to acquire Shackleford Banks and a portion of Harkers Island for inclusion in the Cape Lookout National Seashore. See news release of Governor Holshouser, June 3, 1976.]

This is a year of celebration for our country.

It's a year to celebrate the two-hundredth birthday of the greatest nation this world has ever known. It's a year to reflect on our heritage as a people and our history as a free and powerful country. From our earliest settlers through our founding fathers,

and on through successive generations of Americans, a legacy has been left to us to protect and to cherish. In this bicentennial year it's important that every American take the time to reflect on what this legacy means to us and to pay tribute to all of the people who have built this great country and made it what it is today. But it's even more important that all of us in this generation give serious thought to the kind of legacy that we are going to leave to the future generations of Americans.

There's a famous quotation by an unknown author that comes to mind. It goes like this: "I expect to pass through this world but once; any good thing therefore that I can do, or any kindness that I can show to any fellow creature, let me do it now; let me not defer or neglect it, for I shall not pass this way again."[1]

Since earliest recorded history, the progress of man has been recorded by those people who made use of their allotted time on earth, who were motivated to make their mark, to leave something behind of lasting value. Nowhere is this more true than in the United States of America. It's part of the American spirit always to be looking ahead for something better. Because of our great American system, a system that encourages personal freedom and individual initiative, we've been a nation of builders, of inventors, of doers such as the world has never known. In the past 200 years, many of the landmarks on the world's road to progress have been put there by Americans.

In recent years many Americans have made another great discovery, the discovery that there is more than one kind of progress. Many of us have come to the realization that the legacy that we will leave to future Americans will be measured, not only in terms of what we build, but in what we save. We realize, now, that there is not an inherent conflict between development and conservation, between progress and preservation. We know, now, that the future of the world depends, to a great extent, on how much wisdom and foresight we display in protecting our environment and preserving the fragile ecological balance that is so vital to our very existence.

In this bicentennial year, many Americans are dedicating themselves not only to the continued economic progress and prosperity of our country but also to preserving and protecting those things that are important to us, that are part of our national treasures.

Today, here at this spot, this generation of Americans is making some of its own history. We are helping to build the legacy that we are going to leave behind for those generations of Americans to come. This ceremony is a tribute to many people, people who have

committed themselves to a job and who have had the determination and the dedication to stick to that job until it was completed. There have been many obstacles in their path; there were many times when it would have been easy to get discouraged or even give up. But these people refused to let anything stop them from the job that had to be done. This ceremony, too, is a tribute to what can be accomplished when the state government and the federal government work together in a true spirit of partnership and cooperation. Here in North Carolina we are extremely grateful to the National Park Service and the Department of Interior for their willingness to work with us in every way possible to reach the agreement that has made possible this transfer of land.

We're very pleased to have with us Interior Secretary Thomas Kleppe,[2] one of the people in Washington whose leadership is responsible for the improvements we are seeing today in the relationships between government at all levels. Secretary Kleppe has shown a keen interest in this project. We can't say how much his help has meant in our effort to save the New River. He's a real friend of North Carolina, and we're delighted to welcome him to our state.

I couldn't begin to name all the people who have shared in the effort that has made this occasion possible. But there are a few people I would like to single out this morning—people like Douglas Wheeler,[3] deputy assistant secretary of the Interior Department; Gary Everhardt,[4] director of the National Park Service; Dave Thompson,[5] the Park Service's Southeast region director; and Mack Riddel,[6] the superintendent of the Cape Lookout National Seashore. We especially have a warm spot for Doug Wheeler and Gary Everhardt because they are natives of our state. There also are many people in our state government, now and in the past, who have worked to make this day a reality. I would especially like to mention Dr. Art Cooper[7] and Bill Biggers[8] for the many hours of very hard work they have put into this effort over the last several months.

These people and many others have transformed a dream into reality. They have assured the continued preservation and protection of one of our most important natural resources, this beautiful 50-mile stretch of the unique Outer Banks of North Carolina.

Because of these efforts, future generations of Americans will have a better understanding of man's relationship with the sea. They will have a better understanding of our early history and the explorers that came to our shores. Cape Lookout, Portsmouth

Island, Portsmouth Village will live on—and not just as names in our history books that have all but disappeared from our maps.

This will be a place where people can come to put aside their cares and forget their problems. It will be a place for history buffs, for nature lovers, for birdwatchers, for fishermen. Most of all, it will be a place where we will prove that a balance can be struck between the people's right to use and enjoy a beautiful and important natural resource and the continued preservation of that resource with its delicate ecological system. For all that this means, we're proud today; and we're grateful.

We're proud and grateful that together with Cape Hatteras, this means that 122 miles of our Outer Banks now have the protection of being a part of a National Seashore. This represents the largest unbroken stretch of seashore in the entire National Park System, and we're proud to have it in North Carolina. It's a record that all North Carolinians can be proud of—a record of progress through preservation and conservation. It's part of the legacy that we will leave to this country and the world. And so it is with great pleasure that I now transfer the deeds to this land to Secretary Kleppe and pledge to him and his department our continued cooperation and support as they move forward in developing and implementing the master plan for the Cape Lookout National Seashore.

[1]This quotation has been attributed to Etienne de Grellet (1773-1855) as well as to many others. Bartlett, *Familiar Quotations,* 531.

[2]Thomas S. Kleppe (1919-), native of North Dakota; educated, Valley City (N.D.) State Teachers College; AUS, 1942-1946; various positions with banks and businesses; member House of Representatives from North Dakota, 1967-1971; administrator, Small Business Administration, 1971-1975; named secretary of the interior, 1975. *Who's Who in America, 1976-1977,* I, 1741.

[3]Douglas P. Wheeler (1942-), native of Brooklyn, New York; A.B., Hamilton College; LL.B., Duke; lawyer; practicing attorney in Charlotte, 1966-1969; USNR, 1973; attorney-adviser, Department of the Interior, 1969-1972; named deputy assistant secretary for fish and wildlife and parks, 1972; active in historic preservation organizations. *Who's Who in Government, 1975-1976,* 665.

[4]Gary E. Everhardt (1934-), native of Lenoir, resident of McLean, Virginia; B.S. in civil engineering, North Carolina State University; U.S. Army Reserve, 1958-1966; civil engineer with National Park Service, 1957, on Blue Ridge Parkway; later engineering positions in Richmond, Santa Fe, and in 1969 as assistant superintendent, Yellowstone National Park; named superintendent of Grand Teton National Park, 1972; became ninth director, National Park Service, 1975. Gary E. Everhardt to Memory F. Mitchell, February 8, 1977.

[5]David D. Thompson, Jr. (1924-), native of Michigan; B.A., Upper Iowa University; postgraduate work, Iowa State Teachers College; USAAF, 1942-1946; joined National Park Service, 1958, rising to position as director of Southeast Region, 1970. *Who's Who in Government, 1975-1976,* 618.

[6]Preston D. Riddel (1926-), native of Montpelier, Vermont, B.S. in civil engineering, Norwich University; USAAF, October, 1943-August, 1946; U.S. Army, July, 1951-July, 1953; career employee with National Park Service for twenty-three years, rising to position as superintendent, Cape Lookout National Seashore. Preston D. Riddel to Memory F. Mitchell, January 27, 1977.

[7]Arthur W. Cooper (1931-), native of Washington, D.C., resident of Raleigh; B.A., M.A., Colgate; Ph.D., University of Michigan; assistant professor, associate professor, and professor of botany, North Carolina State University, 1958-1971; North Carolina Department of Conservation and Development, 1971; assistant secretary, Department of Natural and Economic Resources, 1971-1976; returned as professor of forestry, NCSU, School of Forest Resources, 1976. Arthur W. Cooper to Memory F. Mitchell, January 27, 1977.

[8]William T. Biggers (1946-), graduate of Western Carolina University; LL.B., Wake Forest; practicing attorney in Asheville. Information furnished by Bruce A. Lentz, December 1, 1977; Motor Vehicles information.

SUMMARY OF SPEECH AT DEDICATION OF ACREAGE FOR OUTDOOR ENVIRONMENTAL EDUCATION CENTER

GATES COUNTY, JUNE 14, 1976

At a ceremony of dedication of 3,800 acres of land in Gates County, donated by Union Camp Corporation to the state for the Outdoor Environmental Education Center, Governor Holshouser spoke of North Carolina as a place where the balance between progress and preservation had added up to quality living. He thanked the Union Camp Corporation for its generosity in donating the acreage to the state; the Union Conservancy for holding the land until the University of North Carolina completed its plan for development of the Outdoor Environmental Education Center; and the partnership which involved the North Carolina Forestry Foundation, the university system, the Department of Natural and Economic Resources, the public schools, the community college system, and the Alliance for Progress. Education, the governor said, was the key to understanding the environment; and understanding was essential to protection of the environment.

The site in Gates County would provide a natural laboratory for study of the environment. The estuary setting along the Chowan River, bordered by two backwater creeks; tidal influence; varying soil types; and other natural advantages made the area perfect for study. The governor foresaw an area attractive to people from within and from outside North Carolina. An economic impact would be felt with construction of facilities and recreation areas. Forestry research and development would have an effect on the wood products industry; anticipated archaeological research in the

area could lead to making the area of interest to tourists; and the educational center, the only one of its kind in the Tideland region, would attract students, teachers, and researchers from a wide area. Governor Holshouser closed with an expression of appreciation "for this gift and for all that it will mean to us and to the future generations."

BICENTENNIAL FOURTH OF JULY CELEBRATION

RALEIGH, JULY 4, 1976

[The two-hundredth anniversary of the United States lent itself to emphasis on history and history-related activities. Governor Holshouser participated in several bicentennial programs. On July 4, 1976, he spoke at the dedication of the Bicentennial Plaza, constructed in the block between the State Capitol and the Legislative Building in Raleigh. Though the plaza was not actually completed until the following December when a statue of Sir Walter Raleigh was placed there, the July occasion gave the governor an opportunity of discussing various activities of the North Carolina American Revolution Bicentennial Committee. The plaza "was made possible by the largest single legislative appropriation made in any state for a 'Horizons '76' project," according to the governor. Immediately following the dedication of the plaza, the governor again spoke when the State Capitol was rededicated. At the time extensive renovation of the historic building was under way.]

We celebrate today a miracle.

What happened on this continent 200 years ago has been described as "the miracle that worked." It's been called "the miracle that is America." The kings, the politicians, the scholars of the world in 1776 didn't believe it could happen. They didn't believe that these thirteen weak and dependent colonies could possibly stand up against the mighty British crown. They didn't believe that there would ever be a United States of America or even dream that it would become the strongest and greatest nation on earth.

But it happened, this miracle, and it changed the face of the earth. It happened first because there was a dream. As Carl Sandburg put it, "The republic is a dream. Nothing happens unless first a dream."[1]

But dreams fade and die, and causes come and go. The miracle that was America happened because there was faith—faith that a free and independent nation under God could be built on this earth. Out of this faith came courage; and because of this courage,

men and women were willing to sacrifice, suffer, fight, and even die to make their dream come true.

The leaders of the American Revolution, the founders of our country, were men and women who were inspired by their cause and their faith to achieve greatness. To us today, they seem bigger than life. We see them as giants cast in marble and stone. Yet it's part of the miracle we celebrate that these were men and women just like you and me. Even those who fought and won our Revolution weren't professional soldiers. They were working people, farmers and merchants. They had homes and families and jobs.

Look at the three North Carolina men who signed the Declaration of Independence. There was Joseph Hewes,[2] who started out as an apprentice to a merchant in Philadelphia and later went into the mercantile business on his own. There was John Penn,[3] who overcame a lack of formal education to study law on his own. There was William Hooper,[4] who also studied law despite his father's wishes that he enter the ministry and who came to North Carolina because he felt the Boston bar was too crowded.

These men were unusual, but they weren't remarkable. Two of them rose to positions of leadership and prominence from modest beginnings. But because of them and hundreds of others the American dream was born. It's that dream that we celebrate today. It's a dream that has lived on for 200 years.

Our Founding Fathers laid the cornerstone. They did the groundwork for us. But they left it up to the future generations of Americans to protect and preserve this great legacy.

John Adams said, "Posterity! You will never know how much it cost the present generation to preserve your freedom! I hope you will make a good use of it. If you do not, I shall repent in Heaven that I ever took half the pains to preserve it!"[5]

George Washington also spoke the challenge to future Americans when he said, ". . . the preservation of the sacred fire of liberty and the destiny of the republican model of government are justly considered, perhaps, as *deeply*, as *finally* staked on the experiment intrusted to the hands of the American people."[6]

What would Adams and Washington, and Franklin and Jefferson, think today about the job we've done with the experiment entrusted to our hands? What kind of job have we done in preserving our freedom? The marking of our bicentennial inherently forces us to make that evaluation.

There are some who view the bicentennial in glib slogans and trite phrases, but it's a whole lot more than that. There are some

who use it to view America with rose-colored glasses, but it's not a time for that.

Yet neither is the bicentennial something to be used, as some groups have tried, as an excuse to degrade our country.

The bicentennial is a time to trace the great roots of freedom and faith that started our nation. It's a time to discern and learn those qualities that motivated our forefathers in their movement for self-government so we can make our land a better place in which to begin the third century of freedom. It's a time for taking stock, for recognizing that the miracle of America didn't end with the signing of the Declaration of Independence or the surrender of Cornwallis. That was just the beginning. This is a miracle that has kept on working for 200 years, just like Washington and Adams and all the other Founding Fathers hoped and believed it would. It's a miracle that has given us more freedom, more opportunity, and the highest standard of living of any people on earth.

Like most things, it's hard to get this miracle into perspective without making some comparisons. It's hard to understand or fully appreciate our country unless we look at it in terms of the rest of the world.

Some of us have been fortunate to visit other countries around the world. We have been able to see for ourselves how our standard of living compares with that of other countries. We've been able to see how far ahead we are in highways and housing; in cars and TV sets and refrigerators and stoves; in public schools and higher education. We've been able to see how some of the problems we face are even more serious in other countries. For example, three years ago, months before the oil embargo helped trigger those long lines at the gasoline pumps, most people in Europe were already paying more than a dollar for a gallon of gasoline.

Yes, we've seen our food prices rise. But food still costs us less in America than it does for other people. Yes, we've seen the costs of our energy soar. But energy costs less per customer in America than almost anywhere else in the world. And here in North Carolina energy costs per customer are among the lowest in the country.

There's a professor of journalism at Ohio State University by the name of Walt Seifert[7] who can tell you what kind of country we live in. He can tell you about his own experience, about how he was born in the slums of Cleveland but was able to rise up out of his humble beginnings because of the freedom and opportunity that America gave him.

He can also tell you about some painstaking research he has done, research that shows that while only 5 percent of the world's population are Americans, we Americans enjoy more freedom than any others and have half the total income. The life expectancy of these Americans is seventy-one years today, while the other 95 percent of the people in the world have expectancy under fifty years.

Professor Seifert has heard it said that "our poor get poorer." But his research tells him that in 1970 we had 14 million fewer poor people than in 1960 and that the percentage of poor in our society, as measured by the Office of Economic Opportunity, dropped from 22 to 12 percent in 10 years.

The professor has heard it said that our small towns are dying. But his research tells him that we have 30 percent more small towns today than we had fifty years ago. He's heard that we're a country lacking in culture. But he's found that we support 1,500 symphony orchestras and 5,000 community theaters.

He's heard that our air is filthy today, but he's found that it's much cleaner than fifty years ago "when every Ohio home belched coal smoke all winter and every street had clouds of flies all summer."

And Professor Seifert has heard that blacks in our country aren't getting an education. But he's found that more blacks go to college in this country today than anywhere else in the world and that the total has doubled since 1960 and is continuing to increase each year.[8]

What does all this mean? To Professor Seifert it means that by any reasonable yardstick America remains the greatest country on earth. We have achieved this greatness because we have preserved the freedom that was won for us by our Founding Fathers.

Time and time again we've seen our freedom threatened. But each time Americans have risen to the challenge. Our country is great because we have the freedom to use our abilities to the fullest, to go as far as they will carry us. In many places in this world people have no chance from birth; their fate is doomed from the start.

Our country is great because we have the freedom to do what we want to do, so long as we don't interfere with someone else's freedom. In some countries the government decides what you are going to do, every step of the way. We have the freedom to worship, the freedom to move freely to any place in this country, to change jobs. In some countries the government tells you where to live; what your job will be; and how and what, if anything, you will worship.

These freedoms have stood the test of time. They have enabled us to survive crisis after crisis.

Today we have plenty of evidence that the basic structure of America is still sound. In the last fifteen years America has survived the assassination of a president, the division of our people over the war in Vietnam, the resignation of a president and a vice-president, double-digit inflation, and the worst recession since World War II.

But while our nation's basic structure remains sound, it still must be nurtured by people who care about this country and who are willing to sacrifice and die, if necessary, for the great principles that inspired our Founding Fathers. Now, as much as ever before, the future of our democracy depends on the consent of the governed, of the people of America.

The greatest threat to our country today comes from within ourselves. Our greatest enemy is our own apathy. Vietnam, Watergate, and other things that have happened in the last ten years have left scars that aren't easily healed. We recognize today, in this bicentennial year, that our country is not perfect, not by a long shot. But there is no problem we can't conquer if we will find it in ourselves to conquer our own apathy. We can make America whatever we want it to be if we care enough to help our country.

Rather than seeing our country only in terms of what it can do for us, all of us should be thinking about what we can contribute to make this country a better place for our children and our grandchildren. The bicentennial helps us look back and see where we've come from; it should also be a time for all of us to look ahead and see where we want our country to go.

President Ford was right when he said the American dream has yet to be fulfilled. Will that dream be kept alive? The only place that we will find the answer is within ourselves.

If we do less than our best, if we let the opportunity that is ours slip from our grasp, we will fail all the Americans who have come before us; and we will have failed ourselves. But most of all we will fail the future generations of Americans and all the other peoples of the world who will look to this country as the world's one great beacon of hope.

Like our Founding Fathers whose memories we honor today, we will "act not just for ourselves, but for all mankind."

[1]Carl Sandburg, "Washington Monument by Night," *The Complete Poems of Carl Sandburg* (New York: Harcourt Brace Jovanovich, Inc., Revised and expanded edition, 1970), 282.

[2]For identification, see page 106.

[3]For identification, see page 106.

[4]For identification, see page 106.

[5][John Adams to Abigail Adams], Philadelphia, April 26, 1777, Charles Francis Adams (ed.), *Letters of John Adams, Addressed to His Wife* (Boston: Charles C. Little and James Brown, 2 volumes, 1841), I, 218.

[6]Washington's First Inaugural Address, April 30, 1789, in Davis Newton Lott (annotator), *The Inaugural Addresses of the American Presidents: From Washington to Kennedy* (New York: Holt, Rinehart and Winston, 1961), 4-5.

[7]Walter W. Seifert (1913-), native of Cleveland, Ohio; B.S. in education, Kent State University; M.A. in journalism, University of Michigan; U.S. Naval Reserve (on active duty), 1944-1946; former newspaperman; professor, School of Journalism, Ohio State University. Walter W. Seifert to Memory F. Mitchell, February 1, 1977.

[8]Professor Seifert published a tract, *Good News About America,* containing these and other facts he had compiled. A portion of this material was incorporated in an article by Jim Bishop, "Some good news from a professor," published in the *Columbus Citizen-Journal* (Ohio), February 2, 1976. The tract and the reprint of the newspaper article were supplied to the editor by Professor Seifert.

BOARD OF NATURAL AND ECONOMIC RESOURCES AND OTHER COUNCILS SERVING THE DEPARTMENT OF NER

ASHEVILLE, JULY 23, 1976

[The governor's speech, entitled "Economic Development in North Carolina," was presented at the Great Smokies Hilton in Asheville. In it he summarized a number of the accomplishments of his administration.]

It's a pleasure to be with you this evening.

We share a goal, a goal that is of vital importance to every North Carolinian. We want to see the kind of economic growth come to our state that will open even wider the doors of opportunity for the people of North Carolina. We want all North Carolinians to be able to work in jobs and pursue careers that will enable them to reach their full potential and that will provide their families with a high standard of living. And, of course, a very basic part of that goal is making sure we do the right things to protect our environment and preserve our natural resources.

Reaching that goal is everybody's concern and everybody's job. We know that in North Carolina some growth is going to happen no matter what we do or even if we do nothing. But the people of North Carolina expect, and have every right to expect, that their state government take a leadership role in shaping and carrying out the policies and activities that promote the kind of growth that is in their best interests.

More and more, too, we are seeing our local communities actively and aggressively looking at what they can do, and need to do, to make themselves more attractive to industry and to improve the opportunities for their people. More and more we are seeing government, business, and interested men and women working hand-in-hand in economic development projects and programs.

All of us who grew up in North Carolina could write a book today about the changes that have come to our state in our own lifetimes. In many ways North Carolina is a different state than the one we knew as children. Look at what has happened in just the last twenty years or so. We've seen our population grow by 25 percent, from 4 to 5 million people. We've seen more than 435,000 people leave the farm, most of them to work in manufacturing plants. We've seen the population of our largest city almost double while in more than a third of our counties the population was declining. We've seen North Carolina's labor force increase by half a million. In this same twenty years we've seen both the per capita income and the total personal income of our people more than triple. We have seen North Carolina move from an economy dominated by agriculture to one in which manufacturing plays an increasingly important role.

We can be especially proud and grateful for the economic growth that is measured by the dollars in our people's pockets. In 1960 the per capita income for North Carolinians was 30 percent below the national average. By 1972 we had closed this gap to only 15.5 percent, and the experts now project that it will be almost completely closed by 1990. Over the last six years alone personal income for North Carolinians has grown by almost 60 percent as compared with a national average of just under 54 percent. During this same period we've seen our population increase by over 7 percent while the nation as a whole was growing at a rate of less than 5 percent.

We're closing that income gap that has separated North Carolina and the South from the rest of the country. Our rate of growth in recent years has been remarkable. But we also realize that we started a long way behind. For all of the progress we have made so far, we have to recognize that we've been playing catch-up. This means we've still got a big job to do in North Carolina. But it also means that we have a great opportunity.

The fact that industrialization and urbanization have come more slowly to North Carolina than some other parts of this country means that we don't have some of those serious problems faced by the big cities of America today. It means that we are fortunate in

North Carolina that our population is still dispersed, that many of our people still live in small towns and on the farm rather than all being crowded into a few major cities. It means that even our largest cities haven't grown so big yet that they have become overwhelmed and stifled by their own size. It means that even in those biggest cities, you still get that "hometown" flavor while enjoying the advantages that city living has to offer. Because of this we have a chance to prove that a state can have economic growth that will enhance the quality of life of its people rather than harming or even destroying it.

Three and a half years ago, our administration set as its first goal a program of "balanced growth" for North Carolina. This program means many things. It means aggressively seeking high quality industry, industry that cares about the people, about the community, about the environment. It means seeking a greater range of industries to diversify and improve our economic base. It means making a special effort to encourage industry to locate and expand in the communities where good jobs are needed the most. It means bringing jobs to the people in their own communities. It means making it possible for people to continue to live in those communities outside our largest urban areas, so that we will continue to have the kind of population distribution that makes North Carolina so attractive. It means doing the kind of sound planning for the future that will enable us to maintain our high quality of life, that will enable North Carolina to grow without destroying our environment.

We are fortunate in North Carolina that we have taken those steps to assure this kind of planning. We can be proud that our state has been a leader in taking this kind of hard look at our land and all of our other resources. We can be proud today of just what has happened since we first set those goals of "balanced growth" and "quality of life" three and a half years ago.

In both 1973 and 1974, the first two years of this administration, industrial investment records were set for North Carolina, reaching $872 million the second year. This happened despite the energy shortage that hit our state with unforeseen severity and had many people working day and night just to keep some of our industries from having to shut down. Last year this figure, based on investment by new and expanding industry, dropped from that 1974 record to $701 million. But in a way this was an even more remarkable achievement than the record-breaking years. Nineteen seventy-five was a difficult year for North Carolina, a year which

saw our state suffering from the economic downturn and the continued inflation that were felt all over our country and throughout the world. It would have been a much worse year if it were not for our ability to continue to attract more high quality industry to our state. That $701 million in investments produced more than 8,200 badly needed new jobs for North Carolinians. And despite the fact it was the toughest year we've had economically since the Great Depression of the 1930s, the $701 million invested in new and expanded industrial facilities still represented the fourth largest one-year figure in our state's history. That was a year, too, that saw North Carolina's unemployment rate, traditionally among the lowest in the nation, soar in seven months' time from 3.4 percent to 12 percent.

Because North Carolina is the most industrialized southern state, the impact on our per capita income was more severe than in some of our sister states that are still more agriculturally oriented. But today, with our economy recovering rapidly, it is already clear that in 1976 we're going to see a dramatic increase in these per capita income figures.

Even then, that income level is not going to be where we want it. Yet the fact we have so dramatically closed that gap with the national per capita income level is the best indication that we're doing the right things. We're on our way to another record year in economic growth, a year in which we seem certain to top that $872 million record in investments that we recorded in 1974.

Through the first half of this year, new investments totaled $453,739,000. This total does not include some major new industries such as the giant facility that Miller Brewing Company is building in Eden or the third major North Carolina facility for Clark Equipment Company, this one to be constructed in Statesville. It's estimated that right now our total for the year to date stands at some $650 million. Our target for the year is a billion dollars in capital investments; and the way we're going so far, there's no reason to believe that it can't be reached.

During the last three and a half years we also have seen dramatic increases in our industrial diversification, and we've seen the substantial impact this has had on our economy and the lives of many of our people. North Carolina is still a leader in tobacco, textiles, and furniture; and we are proud of these great industries. But today we also can pride ourselves as a state that produces electrical and nonelectrical machinery, primary and fabricated metals, transportation equipment, rubber and plastics, chemicals and printing, and

many other things. That trend toward a broader industrial mix has continued this year with investments by such outstanding and diverse companies as Foote Mineral, Squibb, ACF Industries, Ingersoll-Rand, and Cutler Hammer.

The impact of our efforts to bring more and more quality industries to North Carolina is reflected in still another important statistic—the average salaries for jobs created by these new investments. From 1972 to 1975 that figure has risen from under $5,700 to over $7,000. We're also moving closer and closer to full realization of that other goal I mentioned: the goal of getting jobs to the people in their communities, of keeping our population dispersed. The record for the past three and a half years shows that some 80 percent of all new and expanded industries have been in the areas outside our biggest cities.

Today, as we look at the changing face of North Carolina, we no longer see our population being depleted by people leaving the state to find jobs. We see an ever increasing growth in employment opportunities for our people. We see increases in per capita income and a trend toward a wider distribution of our economic growth, allowing more areas of our state to share in this improving economic life. These are welcome trends, trends that clearly show that we're on the right track as we reach for our goal of balanced growth.

The beauty of it all is that the kind of industry that we want is the kind of industry that wants what we have to offer. This is borne out unmistakably in a survey recently completed by *Business Week* magazine. As it does from time to time, *Business Week* in cooperation with the National Association of State Development Agencies in Washington, surveyed its subscribers, the top executives of American industry, to determine what they thought were the most important factors involved in the selection of a plant site. The some 4,000 chiefs of industry surveyed also were asked to pinpoint the areas of the country and the specific states that best meet their criteria, and why they do.

Of all the fifty states, North Carolina ranked second—number two—as most likely to be considered for a plant by the companies actively looking for new sites or expecting to be within the next five years. Forty percent of these executives listed financial stability of a state as an important factor in selecting a site. In this category, North Carolina was given the very highest rating.

Of all the specific items rated in order of importance as factors in plant locations, trucking was at the top. As the state that is the

headquarters for more trucking lines than any other state in the nation, obviously this is a major plus factor for North Carolina. Almost as important to the industries is the community. Of those responding to the survey, 51 percent said they were seeking communities that offered pleasant living conditions for their employees. Sixty-seven percent mentioned the importance of a favorable attitude by the community and its people. And over 70 percent, seven out of ten, said they would prefer to locate facilities in either suburban or rural areas.

What these people had to say, these top executives of some of the very industries that we've zeroed in on as target prospects, is eloquent testimony to the high image of our state and our industrial recruitment program. It showed that we're moving ahead in the right direction, and all we have to do is to make sure we stay on that course with the kind of maximum effort that will bring the maximum results. The survey shows that the quality of life of North Carolina is attractive to industry, and the kind of industry that we want is going to do what is necessary to help us preserve that quality of life.

It shows that the kind of industry we've been getting, the kind of industry that is willing to spend what is necessary to meet our environmental standards, is the kind of industry we're going to continue to attract if we do the job right. It's obvious that economic growth and environmental protection are both not only desirable goals but goals that go hand-in-hand. The experience of the last three and a half years has made it clear that neither has to be sacrificed for the other. Quality industries are looking for a quality environment, and people who live in the best of environments still need the best of job opportunities if they're going to be able to stay there.

The people we hear today talking about separating economic development from environmental protection in North Carolina's state government are simply out of touch with the realities of 1976. This discussion might have been appropriate several years ago, but today it's totally out of date and shows an appalling lack of understanding. It's obvious that these people have not been keeping up with all the changes of the last ten years, with the environmental requirements that industries have to meet today. If they had been keeping up, they would know that to separate these two essential, interrelated functions of government would be one of the worst things that could happen to economic development in North Carolina.

Time and time again industry leaders tell us that one of the best things we have going in North Carolina is our structure in state government that provides industrial prospects with one point of entry, with one department to go to to have all their questions answered and all of their potential environmental problems resolved. When a member of our economic development staff meets a prospect for the very first time, he can have an environmental specialist at his side. By providing that prospect with all the necessary information about the various permits that will be required, by giving him this information at the start, it naturally will help him avoid those long, drawn-out and often costly delays that could make him throw up his hands and start looking somewhere else.

We're going to make that experience even easier and more convenient, too. Our NER staff is well on the way to completing a coordinated permit process, one that will enable industry officials to obtain all of those many required environmental permits at one time, down at the field office level.

We should remember, too, that there is a lot more involved in economic development than just recruiting industry. A total economic development program includes community development. It includes management of our natural resources for their protection and most efficient use. It's just plain common sense to have a total economic development program that is coordinated and carried out under one roof the way it is now in NER. Now all of this isn't to say that there's no room for improvement. That will never be the case. Times change, and we should always be looking for a better way to get a job done. We've made changes, and we're still taking new steps to see that our economic development program is going to be even more active and aggressive.

We have targeted the types of industries that we want to recruit to North Carolina by 1990. The department has computerized the resources of the various communities across North Carolina and is able, at a moment's notice, to match them up with the needs of specific industries. We're going to these industries rather than waiting for them to come to us.

It's this kind of effort that's going to help us improve even on the great record of achievement that's been recorded in the last few years. We're going to do an even better job in North Carolina, but we're not going to throw out the baby with the bath water and wreck a program that's firmly on the right track.

Before closing, let me mention just a few final points. First, I would be remiss, especially here in this great resort city, if I didn't say a word about an industry that last year contributed a billion dollars to North Carolina's economy. I'm speaking, of course, of the great travel industry, an industry that puts dollars every year into every county of our state, not just those that depend most heavily on tourism.

At the national level we've worked hard in support of efforts to establish a national travel policy and a strong National Travel Office. Here in North Carolina we have taken several steps to attract even more travel business to our state. We've established a travel office in Canada to help assure that we get our fair share of that tremendous number of Canadians who come to the South for vacations, to make sure that they know what North Carolina has to offer. An increasing number of exhibits at travel shows and national conventions is having an impact, too, on this growing part of our economy.

I also couldn't close these remarks without a word of personal appreciation to a man who is leaving the staff of NER after this week. As assistant secretary of the department Dr. Art Cooper[1] has made great and lasting contributions to the total program I have been talking about this evening. He's going to be greatly missed, and we wish him well as he returns to the academic world. Knowing Art, I am sure that the state of North Carolina will still be able to count on him for counsel and help in the years to come. Art Cooper is one of a great many fine professionals who work in this department, and we're proud of what they have done.

At the same time, I think they would be the first ones to say they couldn't do it alone. They need the advice and judgments that can come only from people who are leaders in our state, from people like all of you. You have an important and essential role in the total program of the Department of Natural and Economic Resources. You were chosen to serve because we not only want, but need, the expertise, the ideas, and the advice that you have to offer.

I want to thank all of you personally for the contributions you have made during this administration and the contributions I am sure you will continue to make toward building an even greater North Carolina. We live in an exciting time. North Carolina stands on the threshold of its greatest period of economic growth. It's a challenge for all of us who care about this state; but if we all pull together, it's a challenge I am sure that we are going to meet.

[1]For identification, see page 480.

PRESENTATION OF DEED OF PROPERTY TO THE STATE BY MARTIN MARIETTA AGGREGATES

RALEIGH, AUGUST 11, 1976

[During the Holshouser administration many acres were added to the system of state parks. The gift of 67.28 acres of land in Wake County was accepted in ceremonies held in the Administration Building.]

It's a great pleasure for me to accept this significant gift on behalf of all the people of North Carolina.

In the last three and one half years, I have been constantly reminded of how lucky we are in North Carolina. We've got a lot of things to be thankful for—our climate, our beautiful countryside, our many areas of natural beauty. We're lucky, too, that we still have the opportunity to grow and progress while preserving these many good things that make for such an attractive environment. And we're lucky that we have the kind of people doing business in our state who really care about North Carolina and feel a civic responsibility to do something for our people.

One of the major thrusts of this administration has been an effort to set aside and protect valuable areas of land and waterways. We have worked hard to assure that our people have access to parks and natural areas throughout North Carolina. We have made a special effort to fill the need for green areas around our major cities.

During these three and one half years we've more than doubled our state park system with the addition of over 45,000 acres. We have acquired land for the creation of eleven new state parks. Much of this has been accomplished because we recognized that North Carolina had not done nearly enough in this area in the past, that we ranked near the bottom among the states in the amount of state money spent on parks. So we took programs to the legislature that resulted in more money being spent for parkland acquisition than in all of our state's previous history.

But we also realize and deeply appreciate the fact that we have many outstanding state parks and natural areas that are the direct result of the generosity of some of the people and businesses of this state. This gift that we accept today is in that great tradition. This site of almost sixty-eight acres is not only one of the most pleasant and beautiful spots in this area, but it's a place of unusual educational and ecological importance. Its great geological and botanical significance is described in detail in the background information you have been given.

Because of the significance of this site, it will be placed in our park system as a protected natural area. It will be the third such area in North Carolina, the others being Theodore Roosevelt, the maritime forest in Carteret County, and Weymouth Woods, the long leaf pine forest in Moore County. Like the others, this new natural area will not be a recreation park but a place for people to enjoy nature and to conduct important ecological studies and research. Already this site is being studied regularly by students and faculty members of nearby universities, and we hope that high school biology teachers in this area will also take advantage of this unusual opportunity for their students.

Recently, as you may know, our state government joined with the Nature Conservancy in the creation of the North Carolina Heritage Trust, a program aimed at identifying and protecting North Carolina's most important natural areas. We are spending some $120,000 in foundation and federal funds in this effort to protect important natural features and endangered species. The Nature Conservancy is playing a major role in this effort by establishing a sophisticated system to identify the natural areas in North Carolina.

This site that we are receiving today is the kind of place we are talking about, a place that will be a living museum and classroom, a place for people to relax, and a natural laboratory for future generations. We are deeply grateful to Martin Marietta Aggregates for this unusual gift. It's our hope that it will inspire others who own important natural areas to consider what they can do to help us protect and preserve these valuable resources.

STATEMENT ON NORTH CAROLINA MEDICAID PROGRAM

RALEIGH, AUGUST 11, 1976

[The two-year contract signed in the spring of 1975 with Health Applications Systems, whereby HAS would handle North Carolina's Medicaid payments, ran into trouble long before the termination period of the agreement. About a year after HAS took over, the company reported that Medicaid payments had far exceeded estimates and that it was running out of money.

Checks to hospitals and nursing homes were delayed in May, but the state advanced $3.2 million to HAS. HAS assured state officials that June payments would be made but asked the state to increase its funding because of the added number of claims. Sen. Herman Talmadge of

Georgia called on the General Accounting Office in Washington to investigate the program; and in July, GAO warned North Carolina that it was probably headed for trouble and stated that savings claimed by the state were "grossly overstated." Governor Holshouser responded by saying the GAO was protecting the bureaucracy from the state's alliance with private enterprise. In August the contract was canceled, but provision was made for continuation of payments by HAS through June, 1977, or until the state could enter into a new contract.

In the following statement, Governor Holshouser discussed the negotiations and terms of the August agreement with HAS. The state soon began the process of entering into a completely new contract, however, when the Department of Human Resources sent invitations to bid to seventeen companies. Bids were scheduled for an October 12 opening, and an interim contract was then awarded by the Advisory Budget Commission to Electronic Data Systems-Federal, a Dallas, Texas, firm. This contract was to run through June 30, 1977. After the contract was awarded, the governor called for action on the part of the General Assembly to determine whether Medicaid payments could be paid by a private company or whether the state should resume the function. One of three data processing companies which had submitted bids, the Computer Company of Richmond, Virginia, charged that the contract had been unlawfully awarded to the Dallas firm because it had been allowed to tailor details of its bid; but there was no reversal of the contract award. See the following articles from *We the People of North Carolina*: "Medicaid Contract," XXXIII (June, 1975), 8; "Medicaid Contract," XXXIV (July, 1976), 6, 8; "Settlement" and "Terms," XXXIV (September, 1976), 14; "Medicaid Bids," XXXIV (October, 1976), 6-7; "Medicaid Contract," XXXIV (December, 1976), 7. See also *Raleigh Times*, March 31, August 11, 1976; *News and Observer*, May 26, August 12, 1976.]

I have now been directly involved with state government for almost fourteen years. During the past several weeks we've worked with a problem which has perhaps been the most complex I have studied in all those fourteen years. I refer, of course, to the Medicaid program.

It is a program which involves over $200 million a year, and North Carolina has been involved in an innovation which I believe to be very important to states all across America. Because of this, I have personally joined representatives of the Department of Human Resources, the Department of Administration, and the Attorney General's Office in the negotiations.

I want to thank publicly the members of our negotiating team for the countless hours spent over the past weeks. Each brought a different perspective and valuable talents, and they have represented

the people of North Carolina well. I also want to express publicly to the representatives of Health Application Systems my appreciation for the responsible manner in which they have presented their concerns and views.

At the outset I would like to review briefly the history of the program and try to put our North Carolina program into proper perspective. Medicaid is a program begun by Congress just ten years ago. Its goal is to provide health care to welfare recipients and others who may be declared "medically needy."

When a person has been declared eligible for Medicaid, his or her expenses in a hospital, a nursing home, or an intermediate care facility are paid by this program. Doctor and dentist bills, as well as a variety of other expenses, are covered. The eligible person is also allowed to go back and file claims for past benefits, some as far back as one year.

Some of the services are mandatory, and the state has the option to include or exclude others. North Carolina has a more generous program with fewer restrictions than most of the other states in our region. As a result, our average cost for each recipient is almost 40 percent higher than the average in our region.

In North Carolina, as well as nationwide, the Medicaid program has grown at an almost unbelievable rate. Our program began in 1969 and has grown from a $50 million-per-year program to a $200 million-per-year program in just this short period of time. Nationally, the program grew from a cost of less than $2 billion in 1966 to $14 billion in 1976.

A part of the increase is due to rising costs of health care. These costs are up 25.3 percent nationally over the past two years, compared with a consumer price index increase of only about 16.4 percent. In North Carolina, costs of health care rose 13 percent in the 1975-1976 fiscal year alone.

Many newspaper stories and radio and TV shows have reported the serious problems across the country involving Medicaid fraud. I am attaching to this statement a very limited collection of stories indicating that state after state has had to cut back services or add special appropriations to cover rising Medicaid costs and keep from shutting down in April and May.[1] Some states are more than six months behind in processing all claims. Some states have frozen some services at cost levels of prior years. I know from discussion with other governors that most states are taking a hard look at their program. Many have been following North Carolina closely.

Now it's hardly a secret that from the first day back in January, 1973, we have taken seriously my belief that efficiency in government should be more than just campaign rhetoric. While the Governor's Efficiency Study Commission was the major effort in this regard, we've also worked hard in developing new budget procedures, a policy cycle, a special Division for Administrative Analysis to be an ongoing watchdog. We've put good sound business practices to work, and it's made a difference.

Contracting for private administration of our Medicaid program was a major step by North Carolina to try to curb this tremendous growth in costs we've been talking about. The Medicaid Management Information System—the computer system installed by the company—flags duplicate and questionable claims *before* payment is made. This, of course, reduces costly and time-consuming recovery procedures where an improper claim is paid. This effort was "plowing new ground," as farmers would say.

Many people were skeptical about this effort when it began. It represented a real threat to the normal bureaucratic system, and some have fought us from the first day. GAO has certainly been among the worst and most biased adversaries, yet even its report admits that our 1976 figures are favorable, compared to 1975. The figures are there in black and white; and as these figures have come in, they tell a very significant story.

In 1975 our providers—the hospitals, nursing homes, intermediate care facilities, doctors, dentists, and the rest—had costs in this program of $42.87 per eligible person per month. Given that 13 percent increase in health care costs, the monthly cost per eligible person should have gone up to $48.44. Instead, it dropped to $41.68. Even adding the extra administrative costs to set up the computers, the savings per eligible person is $5.48 per month. That doesn't sound like much. But multiply it by more than 340,000 eligible recipients and then multiply it again by 12 to get the annual savings. It totals more than $22 million!

Now I honestly can't prove that this contract accounted for *all* of that. I can say, though, that I can't think of any other variable that could have reduced it. In fact, some variables helped increase costs.

But there has been more than a significant slowing of that steady and rapid rise in costs. HEW tells us that we now have the most advanced information system and know more about what's happening in this program than any other state in the country. Even when not all the information is good, we're at last starting to get a handle on just what is happening out there.

At the same time, it's also obvious that all has not been well with our contract. For three months in a row the state has paid the contractor its monthly premium ten days ahead of the usual date. (I should point out, however, that the state has not paid a dime more in any month than it was supposed to. It *did* mean that hospitals, nursing homes, and others were paid several days earlier than they would have been otherwise.)

These negotiations have taken a long time. I'm sure some people have wondered why. As you can see, however, a very large program that affects a great many low-income families is involved. We had to be sure that North Carolina meets its obligation to have an uninterrupted program of reimbursement for medical services provided to them by hospitals, doctors, and others. We also have a very sizable amount of taxpayer dollars involved, and I don't treat our obligation lightly regarding that money.

The negotiations have involved two separate and distinct issues. Even though they have been considered at about the same time, they are separate and should be treated as such. First, the company has contended that paragraph H on page 41 places the company in a position of being able to rely on state representations in the Request for Bids regarding the number of eligible people during the term of the contract. They would then be entitled to an adjustment when the number of eligibles went higher than about 312,000. It was more than 340,000 in the 1975-1976 fiscal year.

It was a contention we could not dismiss lightly. I studied it, and I had a number of lawyers in the Attorney General's Office study it as well. The final judgment was that we should not agree with that contention, and we have not. At the same time all of us agreed that it was an uncertain matter and that we should try to remove this provision in any final solution, if possible, and we have succeeded in that.

The second point of discussion involves the "Renegotiation" provision on pages 31 and 32. Basically, this section says that if the Social Security Act, Social Security regulations, state law, or our state Medicaid plan are changed, so that the scope of services or rates are increased, the company is entitled to ask for an adjustment for those extra costs due to government action after the date of the contract.

In this case the "government action" was the decision last year by the state legislature to increase the amount the state would pay to reimburse nursing homes and intermediate care facilities. Extra money was appropriated at the time to cover the increase in fees,

but there was another serious impact which the legislature didn't anticipate. The increase provided an extra incentive for people to add extra beds in these facilities or to begin new facilities.

The number of beds in intermediate care facilities increased by more than 30 percent between July, 1975, and June, 1976. (Nursing home beds also increased but at a much slower rate.)

I should also point out that North Carolina established the category of "intermediate care facility" just over three years ago, and this short amount of experience was not enough to give the legislature any real indication of the additional impact of their decision. Nevertheless, the Attorney General's Office and I agreed that, without question, the contractor had a valid claim and was entitled to an adjustment. We have therefore agreed to an adjustment to recognize the added costs in the nursing homes and intermediate care facilities.

As I mentioned earlier, federal law allows a person declared eligible for Medicaid to claim benefits retroactively. This means that a substantial number of claims are yet to be filed by nursing home and intermediate care facility patients, and it will be about December before we can actually say with any real certainty what the total dollar impact of this decision is. Our best estimate at the moment is that is will mean between $4 million and $6 million in state funds. (Federal funds of slightly more than twice that will also be involved.)

Having made decisions on each of the contractor's requests, we still have had to face the question of the continuation of the contract. It has been obvious that the company could not continue to operate the program on a risk basis unless the state was willing to meet both requests, and we could not.

Our entire negotiating team agreed that we should terminate the risk portion of the contract, and we have done so, effective June 30, 1976. Health Application Systems will remain liable for all claims for services provided to Medicaid recipients during the past fiscal year and filed by December 31, 1976. Health Application Systems will also draw $2 million on their letter of credit and place it in an escrow account within the next thirty days to help meet their risk obligations. They are prepared to draw on the remainder of that $6 million letter of credit to the extent it may be needed.

We have already begun preparing a new Request for Bids in order to have a new risk contract in effect as soon as possible. We expect it to be in effect by December. Until that new contract becomes effective, Health Application Systems will operate as the

state's fiscal agent to process and pay claims for services rendered by hospitals and other providers since July 1. (There will obviously be an adjustment for payments made by the state since July 1.) Health Application Systems will operate on a cost basis only, with no fee or profit involved. Under this procedure the company will periodically tell the state agency that they have validated a certain number of claims and are ready to pay these claims. The state will then pay that amount to the company, and they will release their checks to the providers.

This is only a temporary arrangement, however. While it's clear that our first year's experience hasn't been totally smooth, it's equally clear that this effort has put us ahead of every other state in administering the Medicaid program and has given us the first glimmer of hope that the rise in Medicaid costs can be brought under control. Building on this effort, the next one should offer even more.

One final point. We have maintained contact with the North Carolina Medical Peer Review Foundation during this period, and we will assume a direct relationship with them under this amendment. They have been and will continue to be a very important part of this effort. I know this work takes time to become effective, but we are already starting to see positive results and these can be expected to grow in the future.

[1]The attachment included examples of Medicaid problems in Alabama, Colorado, Mississippi, Massachusetts, Michigan, Ohio, New York, Utah, Connecticut, Georgia, Iowa, Tennessee, New Jersey, and Wisconsin. Also quoted was a "national wrap-up" from the *Arizona Republic* (Phoenix), which included overall cost figures for several states and information from such periodicals as *Business Week*, *Time*, and *U.S. News and World Report*.

STATEMENT ON PASSAGE OF NEW RIVER PRESERVATION BILL IN U.S. SENATE

RALEIGH, AUGUST 30, 1976

[On August 10 the House of Representatives passed the New River bill; and by the end of August it had cleared the Senate. The legislation provided that 26.5 miles of the New River be added to the Wild and Scenic Rivers System and that the license granted by the Federal Power Commission affecting the New River be effective only for that part of the river not included in the Wild and Scenic Rivers System. The power project so licensed was not "to invade, inundate, or otherwise adversely affect such river segment." The power company again said it would sue the

federal government for $500 million. Attorney General Edmisten disputed the claims of the power company, saying the license had never been made final because of the appeal to the United States Supreme Court. P.L. 94-407, "An Act to amend the Wild and Scenic Rivers Act (82 Stat. 906; 16 U.S.C. 1271), and for other purposes" was approved September 11, 1976. See also "New River Bill Cleared," *Congressional Quarterly Weekly Report,* XXXIV (September 11, 1976), 2458; *News and Observer,* August 31, 1976. The *News and Observer* in a September 1 editorial, called the river's "preservation . . . an exceedingly nice Bicentennial gift from Congress to North Carolina."

In October the United States Supreme Court sent back to the U.S. Court of Appeals the case as appealed by North Carolina, saying the question was moot in view of congressional action. Though the Appalachian Power Company continued to talk in terms of a suit against the government, no further developments occurred during the Holshouser administration. *News and Observer,* October 19, 1976; *Raleigh Times,* October 21, 1976. For the full story on the New River, see additional entries under "New River" in the index.]

In my fourteen years in politics, this is one of the three or four most satisfying and memorable days in terms of contribution to the public good and personal accomplishment. It's been a long hard climb. We stumbled from time to time. We've had our temporary disappointments along the way. But today we know that all the hard work and time we took was worth every minute of it.

The battle to save the New River has been a people's effort all the way, and our victory today is truly a people's victory, a victory for the people against powerful special interests. It's a demonstration of what can be done when the people's elected officials are willing to stand up for the people's interests against the special interests.

Especially, it's a victory for many people in Ashe and Alleghany counties who were fighting this battle to preserve their river and their land as long as ten years ago. Those people, many of whose families have lived and farmed in the New River Valley for generations, made us aware of what this river means to all of us. Those people made their cause North Carolina's cause and the cause of millions of Americans throughout this country. They inspired us all to take a look at what we all had to lose if their river was destroyed. It was their efforts that led to the realization of many leaders that here was a national treasure that we could not allow to slip away.

The vote of the Senate and the earlier action of the House demonstrated what the people can do in this country if their cause is right and their commitment is made to a total effort. We're



Pres. Gerald R. Ford signed legislation on November 11, 1976, whereby the New River would be preserved. The bill made a 26.5 mile segment of the New River a state-administered unit of the National Wild and Scenic Rivers System. Immediately behind the president are, left to right, Governor Holshouser, Rep. Ken Hechler of West Virginia, Rep. Stephen Neal of North Carolina, Rep. Roy Taylor of North Carolina, and Sen. Jesse Helms of North Carolina. (United Press International Photo used with permission.)

grateful to all the allies who have joined our ranks along the way: Secretary Kleppe[1] and others in the Interior Department, the people who have helped us carry this battle to the Federal Power Commission and the federal courts, our General Assembly for putting the full weight of North Carolina law behind this effort, and many in the news media in North Carolina and across the nation who had a hand in bringing this issue before the people.

We had no choice; we owed it to the people to carry this cause to every possible battlefield. But it is fitting and proper that this victory of the people ultimately was won in the Congress of the United States. The New River has been saved not by a judge, a panel of judges, or some regulatory agency, but by the American people's own elected representatives.

It's a time for celebration, but more than that it's a time to be grateful just to know that future generations will be able to enjoy

the New River, benefit from it and learn from it, just as we have done.

[1]For identification, see page 479.

GROUND-BREAKING CEREMONY FOR INTERSTATE 40

BLACK MOUNTAIN, SEPTEMBER 3, 1976

[As the Holshouser administration drew to a close, the governor and officials in the Department of Transportation could look with pride on what had been accomplished. In the following speech, the governor commented on a number of projects nearing completion. During the last eighteen months of his term, the governor participated in ceremonies involving groundbreakings and/or dedications of the Zebulon Bypass, U.S. 64-264, on August 26, 1975; a 15-mile stretch of I-40, the Hickory Bypass, November 29, 1975; a stretch of I-77, Charlotte, December 1, 1975; a section of I-85 at the intersection of I-85 and N.C. 8, January 7, 1976; U.S. 64, Nash-Franklin County line, June 21, 1976; S.R. 1211, Robbinsville, September 3, 1976; U.S. 19-129, Murphy, September 13, 1976; the Raleigh Beltline from U.S. 64 (New Bern Avenue) to Poole Road, Raleigh, September 30, 1976; the Roanoke River Bridge and 301-158, Weldon, October 1, 1976; N.C. 18 at Lenoir and N.C. 18 at Moravian Falls, October 4, 1976; U.S. 23-441, Gold City, north of Franklin, Macon County, October 14, 1976; I-95, Fayetteville Bypass, October 15, 1976; and the Beaucatcher Mountain Road Project, Asheville, November 12, 1976.]

This is a great day for Buncombe County and a great day for North Carolina. It's a big day for our entire state because it's a significant milestone in our efforts to give North Carolina a system of interstate highways that is not only complete but is completely up to date to meet the growing transportation needs of the people.

When this administration took office, we set out to bring a new era in highway building to North Carolina, an era which would see roads paved on the basis of need and planning rather than the whims and desires of a handful of powerful politicians. This new era began in 1973 when we established North Carolina's first seven-year highway improvement program—a program of sound, professional planning that would be updated every year, looking seven years out into the future. Under this program, priorities have been set and published for all to see. Roads are being planned, designed, and built in an orderly fashion—in a way that will assure



Governor Holshouser with members of the Board of Transportation and Transportation Secretary Jake Alexander, with shovel at right, participated in many highway groundbreakings and ribbon cuttings. (Photograph from Department of Transportation.)

that we have a true system of highways that link our people together from the mountains to the coast and from the Virginia line to the South Carolina border.

All of us are well aware, for reasons that I won't try to go into today, that North Carolina has lagged behind most other states over the years in completing our interstate highways. On virtually all of our interstate highways, we had gaps and holes that meant dangerous driving conditions and unnecessary delays and bottlenecks. I am proud to say today that these gaps are closing, one by one. Just recently we formally dedicated both the long-awaited stretch of I-40 around Hickory and the section of I-77 through Charlotte. Contracts have been let for the last section of I-77 from Virginia to South Carolina, the stretch between Elkin and the Virginia line.

Today's ground-breaking ceremony signals the beginning of the third and final phase of major construction on the I-40 Black Mountain Bypass from N.C. 9 to U.S. 70. You may have noticed that grading and structures work has already been completed on I-40 from Swannanoa to Black Mountain. Our DOT engineers have scheduled this 4.5-mile project in close coordination with the remaining part of the Black Mountain Bypass. We expect to award a paving contract this fall for the stretch of I-40 between Swannanoa and Black Mountain, and we expect that stretch to be completed by the fall of 1978.

But this project here is of even greater significance to all of North Carolina, because it moves us a giant step closer to one of our major goals—the goal of providing modern, four-lane travel from the mountains to the coast. This stretch will be the last link in the western part of the state in moving us toward that goal we've dreamed about so long and making it a reality. All that will remain are a few short missing links down east—particularly the last few miles of the Raleigh Bypass and the Smithfield Bypass. Part of the Raleigh Bypass is under construction now. The Smithfield Bypass has to wait on the decision that's made on the I-40 route from the Raleigh area.

When we talk about closing all those gaps on our interstates, we can point to some of the best evidence right here in this area. Let me mention two other very important I-40 projects that will also be getting under way soon. U.S. 70 will be upgraded to interstate standards from here to the Buncombe-McDowell County line, and it will be widened to six lanes down the mountain, from the county line to Old Fort. The four-lane project is scheduled for completion during the summer of 1979, and the six-lane stretch should be finished in the fall of that year.

Projects such as these haven't just happened. They have happened because planning has replaced politics as the keystone of North Carolina's highway program. That's why we are here today. That's why we have reached this milestone in North Carolina's share of the National Interstate Highway System. We are here today because we now have a Board of Transportation that listens to the experts and looks at the facts and figures. We're here because we have sound planning. It's because we have set priorities that we are breaking ground today for this final phase of the Black Mountain Bypass. It's because we now have a planned highway program that the contracts have been awarded for the four I-40 projects from Swannanoa to Old Fort with a total cost of more than $45 million.

When we began our New Era in road building in 1973, there were skeptics who said it couldn't work. This occasion today is another example of how it *can* work and *does* work. The fact that North Carolina finally is catching up with the nation in closing those gaps throughout the interstate system is also proof that it can and does work.

We are going to build more miles of highway than any administration in our state's history despite the slowdown in Highway Fund Revenue and the rising costs of building roads. We're proud of that fact. But most of all, we're proud that significant change has come to North Carolina's highway program,

change that will be of lasting benefit to our state for many years to come.

SUMMARY OF STATEMENT AT NEWS CONFERENCE ACCEPTING CHAIRMANSHIP OF DAVIDSON COLLEGE FUND-RAISING PROGRAM

RALEIGH, SEPTEMBER 8, 1976

A news conference was held in the Administration Building in Raleigh at which time Governor Holshouser accepted the chairmanship of a fund-raising program for his alma mater, Davidson College. The college announced plans for an eleven-year program, culminating in 1987 at which time its sesquicentennial anniversary would be observed; the goal of $35 million included funds for endowment, buildings and renovations, and annual operations. Governor Holshouser, in accepting the role of leadership, emphasized the importance of the dual system of private and public higher education in North Carolina and in the nation as a whole. He said he felt a sense of pride when Davidson was described as one of the top liberal arts colleges in the United States. He commented, "More than ever America today needs the values that Davidson upholds and the leadership that Davidson provides." He concluded his remarks with these words: "As a Davidson alumnus and a strong believer in America's dual system of higher education, I am proud and honored to be able to serve this program of undergirding the future of one of our country's finest colleges."

DEDICATION OF MARINE RESOURCES CENTERS ON NORTH CAROLINA COAST

ROANOKE ISLAND, SEPTEMBER 9, 1976
BOGUE BANKS, SEPTEMBER 10, 1976
FORT FISHER, SEPTEMBER 10, 1976

[The following remarks were made at dedication ceremonies for the state's three new marine resources centers. At each center, Governor Holshouser made some additional comments pertinent to local situations and the possible roles the centers could play in their areas.]

It's a great pleasure to be with you today for this new chapter in the life of this vital area of North Carolina. Much of the history of this world has revolved around man's relationship with the sea and its shores. Since time immemorial the sea has been the gateway for man as he has looked for new worlds to conquer, new continents to explore, new enemies to confront, new avenues of trade. The sea has been a source of such basic needs as food and such natural desires as romance and adventure.

Today we live in a time when man has extended his world beyond this planet. Just as we conquered the sea centuries ago, we've conquered outer space. Just as explorers centuries ago found the new land that we call home, our modern-day explorers have set foot on the moon and are bringing us pictures from Mars. But the more the world changes, the more—in many ways—it remains the same. Today we find ourselves just as dependent on the sea—and in some ways, more so—than our ancestors or their ancestors before them. As our world has grown in population, we have awakened to the realization that our very survival may depend on how well we understand and reap the rich harvest of food that is to be found in the seas.

After years and years of looking at the sea and its surroundings as something so big and so powerful as to be immune to man's excesses, we have suddenly awakened to the realization that our world's most important resource won't be around to sustain us unless we take steps to protect it.

Just in recent years have we begun to understand that to fuel our vast technology we will have to find new sources of energy and that here again, as in ancient times, we must turn our eyes to the sea. Like all the generations of men before us, we are continuing to realize that the sea is a source of constant surprise and discovery. Today many of our greatest scientific minds are still at work trying to solve the mysteries of the sea.

We can be proud that some of the most important scientific work going on anywhere is happening right here on the coast of North Carolina. Just this week I had the pleasure of participating in a ceremony honoring the University of North Carolina system as one of a handful of colleges and universities in America to be designated a "Sea Grant College" for the excellence of its marine program. Through this program many projects have been and will be undertaken for the benefit of not just North Carolina but of the entire world.

This center, and the two others on our North Carolina coast, are in the same tradition. They are another example of North Carolina's commitment to our future and the future of the world. In talking about what these centers are, it's important also to mention what they are not. In talking about what they will do, it's important also to point out what they won't do.

One of the major themes of this administration has been to help people help themselves in their own communities. We believe strongly that local problems are best solved at the local level. We've looked at the state's role as one of giving a helping hand. These centers are a prime example of how both the state and federal governments can help the local communities instead of dictating to them. This Marine Resources Center is not here to impose Raleigh or Washington wisdom on the North Carolina coast.

This center is not here to bring in theoretical solutions that worked fine in Massachusetts or Georgia but that won't work here. It's here to help you find your own solutions to your own problems right here. This center will have no regulatory function whatsoever. But it will have, or have available, a wide range of technical expertise that's at your disposal on your request.

The staff here knows what is available in the way of state and federal programs to help you in reaching your local goals. It can give you advice on how to get these programs going—but only if you want these programs. The people working here are going to keep abreast of the latest developments in marine sciences, technology, and conservation. They'll be putting on displays, workshops, movie showings, and seminars to review these developments as they occur. But it's up to you, the people of this area, to use or reject this information as you see fit. In a nutshell, your Marine Science Resources Center is, in every good sense, a federal/state/local cooperative program; and its success is going to depend on how much or how little you choose to use this center.

We know, too, that it will be valuable in helping people gain a better understanding of the coastal environment. Here, for the public, there will be marine exhibits, aquarium displays, and programs of information. For school groups of all levels, there will be extensive programs in marine education. We believe these centers will work the way you want them to because we have seen the success of other programs that grew out of the Coastal Plains Regional Commission. I'm proud to say that this commission is one of the good examples of a true federal-state partnership that has helped to bring about the new attitude that we see in Washington

today, the attitude that more responsibility and control for many programs should be returned to the state and local level.

Across eastern North Carolina we can see hundreds of examples of how the Coastal Plains Regional Commission has worked to the benefit of the people. And we can see today some of the potential roles these new centers can play to further this progress.

STATEMENT AT NEWS CONFERENCE ON "THE YEAR OF READING"

RALEIGH, SEPTEMBER 16, 1976

[In conjunction with the news conference on progress made since the reading conference had been held in Winston-Salem a year earlier, a fact sheet giving specific examples of activities was made available. Reading areas had been established and equipped for employees of a shoe factory and in five rest homes in Alleghany and Vance counties; more than 100 volunteers had been recruited and trained to help schoolchildren learn to read in Robeson and Currituck counties; films and talks on the role of parents were developed for loan to civic, service, and parent groups in Pitt, Forsyth, Bladen, Macon, Chatham, and Wilson counties; about 1,000 gift certificates were presented to approximately 250 children in Hertford and Watauga counties for books they had read; and television programs on reading were shown in Mecklenburg and New Hanover counties.

Following presentation of his prepared remarks, reporters questioned the governor as to the number of people who had actually been taught to read. John Hawes, director of the Learning Institute of North Carolina, was called on for a reply. He said that in six months about 100 people had called on a telephone which had been installed for use of illiterates who wanted to find out where to get reading help. Approximately half of those had followed up after receiving information; of the group, two or three had completed their training as functional literates. Governor Holshouser added that the program was basically one to stimulate interest in reading education. Achievements were pointed to by LINC officials, who expressed hope that the efforts made up to that time would have long-lasting effects. See *News and Observer*, September 17, 1976.]

One year ago next week, several hundred North Carolinians gathered in Winston-Salem for one of the most important meetings ever held in this state. With that meeting, the Governor's Conference on Reading, we officially began "The Year of Reading in North Carolina." It was the beginning of something big. From those several hundred people grew a force of thousands of North

Carolinians, all mobilized to attack the most serious, fundamental problem facing our state.

For the last twelve months, concerned and dedicated North Carolinians have been working in their communities to find the answers to this serious problem, the twin problem of adult illiteracy and reading problems among children. Today we mark the end of that first "Year of Reading." But it's really just the beginning of what I firmly believe will be one of the most important movements for the cause of education in North Carolina's history.

What we've seen during the past year in county after county have been the people of North Carolina at work, people giving voluntarily of their time, their talents, their brain power, and their energies, to look at this problem from every possible angle and to come up with programs geared to improving reading right in their own communities. During this past year we have seen task forces on reading formed in every one of our 100 counties. In ninety counties these task forces are still at work.

These task forces have a combined membership of more than 1,200 volunteers. Through their efforts, literally thousands of other people became involved in the various activities that have been conducted by schools, libraries, civic groups, and other organizations and agencies. This tremendous effort proved once again that if there is a job to be done, the best place to do it is at home, in the local community. Today I am more convinced than ever that this is the place where the solutions lie—in our local communities, each different, with different people and different problems and with different resources with which to do the job.

From that conference in Winston-Salem last September, these task forces went home and went to work. They assessed their local needs. They assessed their local resources. And they developed plans to put those resources to work to meet those needs. We have given each of you here a fact sheet that describes some of the wide variety of activities that has taken place throughout North Carolina during the past year. For each type of activity listed, we have mentioned some of the representative counties where that activity was carried out. In many cases, of course, the same type of thing was going on in a number of other counties.

You can see by just looking at that list that these have been activities that involved people from many walks of life. They have involved teachers and school administrators. They have involved parents. They have involved librarians, local government leaders, civic club members, and PTAs. They have involved our community

colleges, technical institutes, and universities. They have involved a variety of state and local agencies in human resources and other fields, particularly those working with our young people. In many communities they have involved leaders of business and industry.

As you can see from this sample list of activities, and it is just a sampling, this has truly been a broad-based effort. It has been an effort geared toward meeting one of the major goals of the Citizens United for the Improvement of Reading, the goal of increasing public awareness about the needs for improving reading at all levels and about the resources that are available to get at the problems.

The Citizens United for the Improvement of Reading has made major strides in reaching that goal because it has been an effort that has lived up to its name. These thousands of involved North Carolinians are *citizens* who have acted voluntarily. They are citizens *united* for a common purpose, and that purpose is the *improvement of reading* in North Carolina.

Next week, in many of our counties, we will see further evidence of what all this effort has meant and will continue to mean to North Carolina. In most counties, the week beginning Monday is "Reading Week." In a few counties, it was earlier; and in others, it will come later. But in every case, "Reading Week" is going to be something special. Just how special is illustrated in another "fact sheet" we have given you, the sheet giving examples of some of the activities that are planned.

There are public forums and parents' forums, reading rallies and reading booths. There are special tutoring programs and book fairs and exhibits in shopping centers. From these special activities, we can see how far we've come in the last year and what we're doing to reach our ultimate goal. I also urge you to take a look at the materials displayed on the bulletin board at the back of the room.

The real test of the success of this effort will come, of course, in the years ahead. It will be measured by how many of our children can and do read to the full extent of their ability, by how many adults who want to learn to read have easy access to the opportunity to do so, and by how many of our people value the ability to read as a right of all. We haven't got there yet, but we're on the right track.

Today, because of "The Year of Reading," communication has been established among the many groups, agencies, and institutions which are responsible for or interested in the improvement of reading. Today, because of "The Year of Reading," we have mobilized a force of volunteers who know, by their own experience,

that it's a job that can be done. Today, because of "The Year of Reading," there is a continuing cooperative effort going on among numerous agencies and organizations working at the state level.

There are many people who have earned the deep-felt gratitude of all North Carolinians for the part they have played in this great effort. There is the Learning Institute of North Carolina and its staff, which has been the catalyst for the whole statewide program and has coordinated the many activities we've seen. We have several of the LINC staff with us this morning and I would like to introduce them to you now: John Hawes,[1] executive director; John Niblock,[2] associate director; Suzanne Triplett,[3] project director; and Julia Slebos,[4] coordinator of county task forces. We owe thanks to the Mary Reynolds Babcock Foundation, the Z. Smith Reynolds Foundation, and the North Carolina Association of Educators for the financial and other resources they provided to make this program possible.

And let me emphasize right here that for the entire year this total program cost only about $95,000, and only 38 percent of this came from the tax dollars of our people. This $95,000 paid for the organizational work that was done for the Conference on Reading last year, for the organization and support of the volunteer task forces in each county, for the special studies that have been done on several specific questions about reading, and for a telephone referral system that enables people anywhere in North Carolina to get help with reading.

All of these things have been done at so little cost for one simple reason: it has been a program carried out by the people. It is dramatic proof that the way to solve a problem is not by throwing millions of dollars at it but by enlisting people who will throw their hearts and souls into it.

We can be grateful to our public school people at both the local and state level for their cooperation in this program. We owe thanks, too, to our community colleges, technical institutes, universities and public libraries, and to our State Office of Citizen Participation for their outstanding participation in this effort.

But most of all, North Carolinians owe their thanks to the people who have served on the task forces in the 100 counties. These are the people who have made the personal sacrifices to make this program go. Today we have with us some of our county task force leaders who are here to represent all of the task forces throughout our state. And I would like to introduce them to you now.

As you know, "The Year of Reading" is actually a two-year program. As we reach the halfway mark, we can see that we have made great strides; but the era of reading in North Carolina has just begun. We've got reading on the front-burner now, and we have the momentum. It's up to us to keep that momentum going.

So where do we go from here?

First of all, we've got to keep alive and working that outstanding cooperation and collaboration that we've developed among various agencies and organizations during the last year.

Second, we've got to keep a close eye on the many fine experiments going on, both those sponsored by the State Board of Education and those sponsored by county and city school units, to measure the effectiveness of all of these various approaches to solving the problem.

Third, the staff of the Learning Institute not only will continue its evaluation of the past year's work, but it will also continue its role as a convening agency to seek answers to specific issues relating to reading.

Fourth, we're going to continue to work to mobilize members of business and professional groups to help with the improvement of reading on an individual basis through such activities as volunteer tutoring.

Finally, we are asking the news media of North Carolina to do what they have done for the last year, and that's keep reading on the front-burner and the front page. As much as anybody else, the news media have helped to make "The Year of Reading" the success it has been so far, not only by reporting what's been going on in the local communities but also by doing their own special in-depth work on the problem, its causes, and possible solutions.

The people of North Carolina are going to stick with this job, you can be sure of that. It's our hope that the news media of our state will stick with the story until the "reading problem" is no longer news because it no longer exists.

[1]John R. B. Hawes, Jr. (1932-), native of Kingston, New York; resident of Durham; A.B., University of North Carolina at Chapel Hill; U.S. Army, 1954-1956; with UNC Television, 1956-1961; State Department of Public Instruction, 1961-1967; Learning Institute of North Carolina, since 1967. John R. B. Hawes, Jr., to Memory F. Mitchell, February 8, 1977.

[2]John S. Niblock (1936-), native of Chicago; resident of Durham; B.A., Monmouth College; U.S. Army-Europe, 1958-1960; formerly employed by City News Bureau of Chicago, Star Publications of Chicago Heights, Monmouth College, Michigan Technological University, Southern Regional Education Board of Atlanta, and Regional

Education Laboratory of Durham; joined staff of Learning Institute of North Carolina, 1972. John S. Niblock to Memory F. Mitchell, February 8, 1977.

[3]Suzanne Triplett (1944-), native of Wilkes County; resident of Durham; B.S., Appalachian; M.Ed. and additional graduate work, Duke; former public school teacher; with Learning Foundations of Raleigh: Supplemental Learning Services, Inc., Greensboro, 1970-1971; joined staff of Learning Institute of North Carolina in 1971, first as research associate and program consultant in learning foundations and individualized instruction and later as coordinator of research and evaluation and also project director, Citizens United for Improvement of Reading. Suzanne Triplett to Memory F. Mitchell, February 24, 1977.

[4]Julia K. Slebos (1946-), native of Long Island, New York; resident of Hillsborough; B.A., University of North Carolina at Greensboro; M.A.T., University of North Carolina at Chapel Hill; with Regional Educational Laboratory of the Carolinas and Virginia, 1968-1969; Nash County Board of Education Nash County Schools, 1970-1973; Learning Institute of North Carolina since 1975. Julia K. Slebos to Memory F. Mitchell, February 8, 1977.

SUMMARY OF SPEECH AT DEDICATION OF SOUTHERN ALAMANCE COMMUNITY HEALTH CENTER

SNOW CAMP, OCTOBER 2, 1976

Another community health center had been built and staffed by October 2, 1976, when a dedicatory ceremony was held at Snow Camp. Because only one doctor had been practicing in the southern half of Alamance County, more than thirty organizations and individuals had written to the Office of Rural Health Services seeking help. A board of directors was formed, with Alton Wilson[1] as president. Success came through such efforts as door-to-door solicitations one Sunday afternoon and a local radio station-sponsored "radiothon." Over 1,000 homes were visited and over $15,000 raised that afternoon—more than enough to meet the matching funds required for the center. Local craftsmen gave of their time and materials. Students at Southern High School assisted at various stages of the construction.

The program was supported by the county medical society, hospitals, local health agencies, and the University of North Carolina Medical School. Two Graham physicians, Drs. Robert McQueen[2] and Jefferson Bulla,[3] were serving as back-up physicians; family nurse practitioners and a secretary-bookkeeper staffed the center. The Alamance center, coupled with another being dedicated later in the afternoon at Clingman in Wilkes County, raised the number of community health centers in North Carolina to thirteen.

Governor Holshouser called the center "a monument to your achievement, and an ongoing challenge to all of you to continue to

work together for effective primary medical care in your community."

[1]Alton W. Wilson (1924-), of Graham; B.S. in agricultural education, North Carolina State; teacher since 1948; since 1960, agriculture teacher at Southern High School in Alamance County. Alton W. Wilson to Memory F. Mitchell, January 24, 1977.

[2]Robert B. McQueen, Jr. (1934-), native of Lumberton; B.A., Elon College; M.D., Medical College of Virginia; physician in private practice in Graham since 1960. Robert B. McQueen, Jr., to Memory F. Mitchell, January 25, 1977.

[3]Jefferson Davis Bulla II (1933-), native of Asheboro; B.S., Davidson; M.D., University of North Carolina at Chapel Hill; lieutenant, medical officer, U.S. Navy, 1961-1963; physician, family practice in Graham, since 1963. Jefferson Davis Bulla II to Memory F. Mitchell, January 25, 1977.

DINNER HONORING NORTH CAROLINA BOARD OF TRANSPORTATION AND NORTH CAROLINA SECONDARY ROADS COUNCIL

MARION, OCTOBER 7, 1976

[Two years earlier, on October 3, 1974, Governor Holshouser had addressed the State Board of Transportation when it was honored by the Asheboro Chamber of Commerce. That occasion was significant in that the board was meeting away from Raleigh for the first time, a step in line with the governor's efforts to take government to the people throughout the state rather than having everything centralized in the capital city. At the Asheboro dinner the governor referred to numerous highway projects which were under way. In the following remarks, he summarized the achievements of his administration in the area of highway construction and improvement.]

It's a real pleasure to be with you on this very significant occasion. It's significant because tomorrow morning our State Board of Transportation will be holding its most important meeting of the year. It's significant, too, because this meeting is being held here in Marion, instead of back in Raleigh. One of the major goals of our administration has been to take state government to the people throughout North Carolina. Our Board of Transportation and our Secondary Roads Council have made a great contribution to this total effort by taking their meetings to different communities in all parts of our state.

And this is also a significant occasion because it marks another milestone in the New Era that we brought to North Carolina's



Governor Holshouser, members of the Board of Transportation, and members of the Secondary Roads Council were photographed as they cut the ribbon at one of several such occasions signifying the opening of a new section of a North Carolina highway. (Photograph from Department of Transportation.)

highway program back in 1973. That New Era began in January, 1973, when this administration took office with a pledge to the people of North Carolina to give them a highway program in which paving would replace politics as the most important consideration. In those first few months of the administration we gave top priority to a total reshaping of our highway program and the way it was being managed and directed.

Two major things happened as a result of that effort, the two things that had to happen to make this New Era a reality. For the first time we gave North Carolina a *statewide* highway program, a program that would look at the needs of our state as a *whole*; a program designed to link our people together. The key to this statewide approach was the development of a long-range, seven-year program that would be based on careful, professional planning to assure that our statewide network of highways would be built according to priorities based on need.

Three years ago this month, history was made when our Board of Transportation adopted that first seven-year plan. For the first time the people of our state could see for themselves a blueprint of our highway program system, just how it would take shape and when.

The second major thing that happened back in 1973 was the recognition that major emphasis had to be given to our secondary roads program in a way that would be the fairest and most effective for all of our people. History was made again when we established by law that every county would receive a specific share of our secondary road funds, based on paving the *same* percentage of unpaved mileage in every county.

To make these programs work, we knew it would take people, dedicated people who were willing to give heavily of their time to serve their state. We knew it would take people who were willing to put aside their own personal loyalties to their communities, their counties, or their regions and bring to both the board and the council a commitment to doing what is right and best for our state as a whole.

One reason I am here with you this evening is because I wanted to thank personally every man and woman who is serving now and has served over the past three years on the Board of Transportation and the Secondary Roads Council. The people of North Carolina owe each of them a great debt of gratitude.

All of you who came here to join me in honoring these people may not realize just how tough it has been for them. But believe me, it *has* been tough. These people have been put through every test imaginable. They have been tested under fire. And they have passed those tests. They've been tested by the temptations to put the homefolks first, ahead of the state as a whole. But they've stuck to their guns, and they've passed that test.

They've been tested, too, by a set of circumstances beyond our control, something none of us could really have foreseen back in 1973. Who would have thought that our highway program would be hit, virtually in one tremendous blow, by the shattering combination of inflation, recession, and a shortage of gasoline? All of a sudden we faced on one hand the problem of sharply rising costs for all the things that go into building a road or a bridge. On the other hand we were faced with an equally significant slowdown in the primary source for money to pay for our highway program: the tax on gasoline.

In 1974, taking all highway materials as a whole, we were paying $208 for what cost us $140 just one year earlier. To get the same things back in 1967 it had cost us only $100, less than half as much. One hundred dollars worth of asphalt cement in 1967 cost us over $300 in 1974. One grade of bituminous concrete went up almost 93 percent while structural steel rose almost 300 percent. All across the board the price of every kind of material sharply increased.

That's what we faced in the way of costs. And while we have seen some declines since those 1974 prices, it's still costing us a lot more to build roads than it did just three years ago.

When we look at the other side of the ledger we can see what the energy crisis, the gasoline shortage, and the doubled price of gasoline did to our Highway Fund. The consistent 8 percent rate of growth that we had come to expect every year in our gasoline tax revenues suddenly plunged to a mere 1.5 percent in the 1973-1974 fiscal year. The next year there wasn't any growth at all; in fact, our revenues actually dropped by 1.1 percent, from $237.5 million to $235 million. Since then we've seen the picture improve some, with revenues swinging upward by 4.7 percent in 1975-1976. But projecting ahead, we can see that it's going to be a while yet before we're going to have another one of those 8 percent growth years.

That devastating one-two punch could have derailed a highway program that wasn't on the right track. But thanks to our new system based on planning and priorities, we have been able to keep our program firmly moving ahead. Certainly, some adjustments have had to be made. But all in all we've stayed with that seven-year plan that was first unveiled to the people of North Carolina three years ago and has been updated in each succeeding year.

As a result we can point today to a remarkable record of progress, a record made so much more remarkable by the adversities that our highway program has had to overcome. Go to any area of North Carolina, and you will find evidence, tangible evidence, that our roads program has worked and is working. All across the state roads have been opened or are now taking shape to make driving in North Carolina safer and more enjoyable.

I couldn't begin, and wouldn't try, to cover the whole picture. The best I can do is to give you just a few highlights. A logical starting place is our interstate highway system. For years North Carolina had lagged behind most of the nation in getting our part of the interstate system completed. Of the proposed 851 miles on our five interstate highways, only 590 miles were open to traffic when we took office in January, 1973. Worse, there were gaps—

dangerous death traps and major bottlenecks—up and down virtually all of those major east-west and north-south highways.

From that very first highway improvement program adopted in 1973, our Transportation Board has given a major priority to closing those gaps and making our interstate highways what they are supposed to be. As a result we have completed 100 more miles of those highways to interstate standard, and another 105 miles are under construction or will be by the end of this year. This will complete all but 56 of those 851 miles.

I don't have to tell you what closing those dangerous gaps and eliminating those bottlenecks will mean. You know what it has meant to have that I-40 bypass finally opened around Hickory. You know what it's going to mean to have those sections opened around Black Mountain and Swannanoa west of here. With the last legal obstacle apparently now removed from the Beaucatcher Mountain project at Asheville, we can look forward to this section going to contract before this year is over.

That will complete I-40 on this end. On the other end, about all that is left is completing the loop around Raleigh and building the stretch from Raleigh to I-95 down around Smithfield.

Looking west of here, we can see that I-26 is virtually completed all the way from Asheville to the South Carolina line with the formal opening set at Saluda on October 29. Looking east at I-77, we see that the segment through Charlotte has been opened and it's now a complete interstate highway from South Carolina to Virginia except for a 12-mile stretch from Dobson to the Virginia line that's under construction now and will be open before next summer.

On I-85, the bypass at Lexington is under construction.

Continuing east, we can see that major strides have been made in closing the gaps on I-95. A 35-mile stretch from Kenly to Gold Rock is under construction. We're buying right-of-way now for the long-awaited bypass at Fayetteville. The Transportation Board will award a contract tomorrow for one section of that bypass with two more scheduled to go to contract later this month. This means that before October is over, five miles of that 15-mile bypass are expected to be under contract.

In moving toward another of our major goals, modern highway travel from the mountains to the coast, we haven't confined all of our efforts to the interstate highways carrying east-west traffic. For instance, U.S. 70 has been completed as a four-lane highway all the way from where it ties in with I-85 at Durham to Morehead City except for the Smithfield bypass. We've given major emphasis, too,

to making U.S. 74 a modern highway all the way from Charlotte to Wilmington. We've let contracts for a four-lane section from Wilmington to Leland, and the Whiteville-Chadbourn bypass is now under construction. We've completed the section from Chadbourn to I-95 south of Lumberton, and the section between Charlotte and I-26 near Kings Mountain is almost complete. Right-of-way is being acquired for the Kings Mountain bypass, and we're almost ready to start right-of-way acquisition for the stretch from Rutherfordton to Columbus.

From the beginning our highway program also has recognized the importance of U.S. 64. We opened that infamous "road to nowhere"—the Zebulon bypass—that had first been approved by the old Highway Commission back in 1962. We've moved ahead with major construction between Zebulon and Rocky Mount, and the long-awaited Rocky Mount bypass is scheduled for construction within two years.

Even in discussing specific roads, I've been able to give you only a part of the picture. But I think these few highlights demonstrate that this new highway program is doing the job of giving the people of North Carolina a complete and completely up-to-date system of highways.

Because we've had a program that has been carefully planned and carefully followed, we've been able to put our gasoline tax dollars right to work for the benefit of the people as soon as those dollars have come in. And we've been able to stretch those dollars as far as they will go.

I am proud to say that we were able to write this remarkable record without having to go back on another pledge I made to the people back in 1972: the pledge that while I was governor, there would be *no* increase in *any* of their taxes.

This great record of progress will continue tomorrow when the highway improvement program will again be updated to make it cover a full seven years, this time through 1983. I have had a preview of the proposed plan as developed by the Program and Planning Committee, and I want to thank the committee members for their hard work on a very difficult job.

As in the past, this plan recognizes that any long-range program has to have some flexibility. This flexibility has enabled our highway people to keep all of our gasoline tax dollars at work all the time instead of sitting around waiting for some project to pass all its preliminary tests, such as the environmental impact standards.

Because of this flexibility I'm pleased to see that the Program and Planning Committee has been able to include in the proposed plan my request that immediate improvements be made on N.C. 54 between the Research Triangle Park and the Orange County line just east of Chapel Hill. For the safety of the thousands of people who have to travel this road every day, these improvements simply can't be delayed any longer.

The people here in the Marion area will be pleased, I'm sure, to see that the U.S. 221 Bypass project has been moved ahead in the proposed program and work on planning studies and an environmental impact statement will begin soon.

Some of the new projects in the plan include the widening and extension of N.C. 280 in Henderson and Transylvania counties, the widening of U.S. 29A-70A from Thomasville to High Point from two to four lanes, and the widening of U.S. 64 to four lanes from U.S. 17 in Williamston to N.C. 171 in Jamesville.

It is up to our Board of Transportation tomorrow to act on this plan and to make whatever changes that it sees are needed. But I can assure you that the plan that comes out of that meeting will continue the progress that we have seen over the past three years.

We can be proud that we have entered this New Era in North Carolina, an era of progress for our highway program. It is a program that will be of lasting benefit to all the people of North Carolina, and all the people of our state can be grateful to those dedicated men and women who have made this program work.

I am sure, too, that the people of North Carolina will see to it that future administrations in Raleigh will keep our state on this course, the only course that makes sense if we are to continue to move forward to give our state the best system of highways in the country.

SUMMARY OF SPEECH TO NORTH CAROLINA LEAGUE OF MUNICIPALITIES

CHARLOTTE, OCTOBER 19, 1976

Governor Holshouser, as he had done on previous occasions, addressed the annual convention of the League of Municipalities. After reiterating steps which had been taken to tighten bonds between state and local governments, the governor noted examples of help given to local governments, citing the Office of Intergovernmental Relations, the Washington Office, and the Rural Health Center

program. Slowly but surely, he said, the battle was being won whereby government was again being put in the hands of the people.

Efforts to ensure continuation of the revenue-sharing program were summarized, and success in this endeavor meant that North Carolina's local governments would have almost $83 million in the first nine months of 1977 and another $113.5 million in 1978. In addition, state government would be able to count on over $98 million for the twenty-one months. Revenue sharing was strongly endorsed by Governor Holshouser who called it "plain common sense." With the money came responsibility and a challenge to prove "that we can make the maximum, most efficient use of our people's tax dollars in providing services and programs for the people."

The question of productivity naturally followed, and citizens were looking for accountability, the speaker said. After referring to a recommendation of the Committee for Economic Development that each governor appoint "a high-level commission to identify and suggest permanent mechanisms for evaluating and improving state and local government productivity," Holshouser reported that he had had acceptances from eighteen North Carolinians who had agreed to serve on such a commission.[1] The executive secretary of the League of Municipalities, Leigh Wilson,[2] was one of these. Representatives from local and state governments and from business were included. Several businessmen who had worked on the Governor's Efficiency Study Commission were also to serve on the North Carolina Commission on Productivity. The commission would "concentrate on taking a broad overview as to how we can make our operations and programs more productive," and would make a report by May 1. The role of the commission, insofar as local government was concerned, would be "strictly that of a helping hand."

The governor continued with mention of the need for another clean water bond issue in 1977. While funds provided by passage of a $150 million-bond issue for clean water in 1971 were all but exhausted, needs were outstanding. Without adequate waste-treatment facilities, communities could not attract new industry and could not grow. Clean water was not just an environmental issue; it was an economic issue as well, the governor added. He advocated issuance of $225 million in bonds for another five-year period.

Governor Holshouser, in closing, expressed appreciation for the work of individual members and the League of Municipalities in helping him and all of those working in state government.

[1]The North Carolina Productivity Commission was established by Executive Order Number XXI, dated October 9, 1976.

[2]S. Leigh Wilson (1921-), native of Norfolk, Virginia; resident of Raleigh; B.A., University of North Carolina at Chapel Hill; World War II army veteran; various positions with North Carolina League of Municipalities since 1947, serving as executive director since 1969. S. Leigh Wilson to Memory F. Mitchell, June 10, 1976.

REMARKS ON GEORGE LITTLE AND RECORD INDUSTRIAL DEVELOPMENT

RALEIGH, DECEMBER 17, 1976

[Industrial growth proceeded at an unprecedented rate during the Holshouser years, and the chief executive's interest in the state's economy, in improving living conditions for North Carolina citizens through expanded industrial development, and in attracting the right kind of industry to the state was manifest repeatedly as he addressed various gatherings. He spoke when announcements were made of industries planning to locate in the state, when ground was broken for new or expanded industries, when plant openings were celebrated. For example, he participated in the formal opening of the Burlington House Furniture Division Plant, Burlington Industries, Robbinsville, July 27, 1973; the Powell Manufacturing Company Plant announcement, Dunn, August 14, 1973; welcoming of Korf Industries to Charlotte, July 24, 1974; dedication ceremonies, Troxler Electronic Laboratories, Inc., Research Triangle Park, December 10, 1974; welcoming of A. W. Perdue Company to Lewiston, December 11, 1974; dedication of Eaton Corporation Forklift Plant, Greenville, May 21, 1975; announcement of the coming of Edward Weck and Company, Inc., to Durham County, Research Triangle Park, January 20, 1976; dedication of Clark Equipment Company plant, Rockingham, April 1, 1976; groundbreaking for a new penicillin facility, E. R. Squibb and Sons, Kenly, May 19, 1976; dedication of Plasma Fractionation Laboratory of Cutter Laboratories, Inc., Clayton, June 8, 1976; groundbreaking, Miller Brewing Company, Eden, June 29, 1976; announcement concerning HOW Enterprises, Ltd., Aberdeen plant, Pinehurst, September 10, 1976; groundbreaking, CR Industries Plant, Franklin, October 14, 1976; and groundbreaking, AEP Industries, Stallings, Union County, November 30, 1976. In the following remarks, the governor referred to the Wanchese Harbor project. On December 28, 1976, when ground was broken, he explained that the project would provide a home port for commercial fishing fleets and a harbor for 180 vehicles and would be a boon to the seafood industry in North

Carolina. The following speech, at the close of his administration, was additional evidence of his interest in and support of industrial development in North Carolina.]

It's my pleasure to announce today that for the first time in the history of the economic development program in North Carolina capital investment announced by industry during one year has reached $1 billion. But the good news doesn't stop there. Several other important firsts or new records have been reached this year.

For the first time, the average wage paid for new jobs to be created as a result of announced investments exceeds $7,300. This compares with $5,770 in 1972, the last year before this administration. We also set one-year records for both capital investment announced for new industries coming to North Carolina and capital investment announced for expansions by industries already in the state. Total capital investment this year is up more than 40 percent over last year. For the four years of this administration, total capital investment has reached $3.2 billion and over 41,000 jobs have been created.

I'm particularly happy with a set of statistics that, combined, tell a very important story for the trend of economic development in North Carolina.

First, in three of the last four years the average wage for jobs created by new industries coming to North Carolina has exceeded the average wage created for jobs as a result of expansion by existing industries. In the previous four years, the new industry wages had exceeded the existing industry wages only once. Obviously, you can't substantially improve the pay scale in this state unless you recruit industries paying a higher wage scale than those industries already here that are expanding. We have done that. Prior to our administration, the last time this was done was in 1969.

Second, for the first time in recent history, capital investment by textiles in new facilities is not ranked in the top five. Food products, chemicals, transportation, machinery, electrical and electronic machinery were the top five categories.

Third, for the first time textiles has not placed in the top four in number of jobs created by new investment.

I feel the conclusion that must be reached from those statistics is that during this administration we have turned the corner in our efforts to attract more high-quality, diversified industry to North Carolina. Such outstanding companies as Westinghouse, Litton,

Miller Brewing, Clark, Data General, and Ingersoll Rand have chosen to locate facilities in North Carolina this year.

The credit for these records and these changing trends goes to many people—people at the local levels and our industrial development allies across the state in banks and utilities.

But there is no question that the greatest credit should go to the Department of Natural and Economic Resources and especially to the industrial development representatives within that department. I congratulate them for this historical performance and want to say that I am proud they have worked so hard for the people of this state during this administration.

I'm also very proud of George Little.[1] At his swearing-in, George made a promise to work hard on several programs, including Wanchese Harbor, Core Banks, and especially economic development. Since his swearing-in, the transfer of Core Banks to the federal government was completed; we expect to break ground at Wanchese Harbor later this month; and any momentum that was lost in economic development because of the national economic slump in 1975 has been restored.

You've done a fine job, George, as secretary. I thank you for your service during the past nine months in that position and also for your service throughout my administration.

[1]For identification, see page 263.

OMITTED SPEECHES, ADDRESSES, AND STATEMENTS

[During his four-year term Governor Holshouser made many speeches and delivered numerous statements. Space limitations prohibit use of all of these, even in summary form. The list below includes the speeches and statements for which there was either a prepared text or note cards. In addition to these there were many occasions at which the governor delivered extemporaneous remarks for which no copy of the text was available, but no attempt has been made to list all of these. In several instances speeches listed below have been referred to in headnotes to addresses included in this volume. These references can be found by referring to the index.]

1973

Statement at News Conference on Creation of Efficiency Study Commission, Raleigh, January 16*
Statement on Burlington Industries Facility in Franklin County, Raleigh, March 2*
Statement at News Conference Announcing New Industrial Facility for North Carolina, Raleigh, March 22*
Wake County Bar Association, Raleigh, April 4*
Dedication of Synetics, Inc., Charlotte, April 27
Veterans of Foreign Wars, Memorial Day Services, Durham, May 27
Dedication of Burlington Plant Near Robbinsville, July 27*
Announcement of Powell Manufacturing Plant, Dunn, August 14*
North Carolina Electric Membership Corporation, Durham, August 14
North Carolina Crab Derby, Raleigh, August 21
Johns-Manville Corporation, Raleigh, August 23*
Greensboro Fire Fighters Association Benefit Dance for Burn Center for North Carolina, Greensboro, August 24
Remarks at News Conference on Official Release of Governor's Efficiency Study Commission Report, Raleigh, October 2
World Record Celebration at DuPont, Kinston, October 2
North Carolina Division of Principals, Raleigh, October 25

1974

Statement on Efficiency in State Government, Raleigh, January 24
Governor's Prayer Breakfast, North Carolina Jaycees, Raleigh, February 9
Telephone Man-of-the-Year Luncheon, North Carolina Independent Telephone Association, Raleigh, February 19

*Referred to in headnote

Groundbreaking for Friends Home, Greensboro, March 23
Council of 500, Jacksonville, Florida, May 6*
North Carolina Manpower Council, Raleigh, May 10
University of North Carolina at Chapel Hill Commencement, Chapel Hill, May 12
Appalachian State University Commencement, Boone, May 26
North Carolina State Lions Club Convention, Charlotte, June 8
State Convention, Grand Chapter of North Carolina, Order of the Eastern Star, Raleigh, June 10
North Carolina Girls' State, Greensboro, June 11
Dedication of Carteret County Courthouse, June 29
Statement at News Conference on Conservation of Energy, Raleigh, July 2
Remarks at Snow Camp Celebration and Dedication of Historical Outdoor Drama, *The Sword of Peace*, Snow Camp, July 4
North Carolina 4-H Congress, Raleigh, July 22
News Conference to Welcome Korf Industries, Charlotte, July 24*
News Conference on Weyerhaeuser Company Expansion Plans, Raleigh, July 24*
National Chicken Cooking Contest, Winston-Salem, July 25
Announcement of Agrico Chemical Company Phosphate Operation in Beaufort County, Raleigh, August 13*
Presentation of Morrison Award, *The Lost Colony*, Manteo, August 23
Harrells Rural Health Center, Harrells, September 4*
Bladenboro Rural Health Center, Bladenboro, September 4*
Announcement, Atkinson Rural Health Center, Atkinson, September 4*
North Carolina State Employees Association, Winston-Salem, September 21*
Dinner Honoring Rex Harris Sponsored by the Professional Social Club, Fayetteville, September 25
Asheboro Chamber of Commerce Dinner Honoring State Board of Transportation, Asheboro, October 3*
North Carolina Oil Jobbers Association Convention, Asheville, October 14
Presentation of Governor's Award to Clinton, Clinton, October 16*
Opening of Rural Health Care Clinic, Newton Grove, October 16*
Senior Citizens Fun Day, State Fairgrounds, Raleigh, October 21
North Carolina Awards Banquet, Raleigh, October 23*
Inauguration of Dr. Harold Frank (Cotton) Robinson as Chancellor of Western Carolina University, Cullowhee, October 26
New York Alumni Club of North Carolina State University, New York, November 8
Safety Breakfast, Associated General Contractors, Palm Beach, Florida, November 11

*Referred to in headnote

National Governors' Conference School for Governors-Elect, Snowbird, Utah, November 15
Inauguration Ceremonies for New Offices of Korf Industries, Inc., and Midrex Corporation, Charlotte, November 19
Dedication Ceremonies for Troxler Electronic Laboratories, Research Triangle Park, December 10*
Luncheon and Program Welcoming A. W. Perdue Company Plant in Bertie County, Lewiston, December 11*
Energy Forum on North Carolina's Energy Future, Raleigh, December 12*

1975

Economic Development Workshop Sponsored by Coastal Plains Regional Commission, Raleigh, January 14
Statement on Eaton Corporation Plant Announcements, Raleigh, January 14*
News Conference with Reynolds Metals Company Officials, Raleigh, February 10
Luther Hodges Memorial Committee Luncheon, Greensboro, March 6
Conference on "Planning Frontiers in Rural America," Boone, March 16
First Corrections Conference Seminar, Raleigh, March 26
Dedication of Whitakers Community Health Center, Whitakers, March 26*
Annual Awards Luncheon, Governor's Council on Employment of the Handicapped, Raleigh, March 28
Dedication of North Carolina Vocational Textile School New Wing, Gastonia, May 8
Governor's Conference on Tourism, Asheville, May 14*
Mecklenburg County Bicentennial Celebration, Charlotte, May 20
Dedication of Eaton Corporation Forklift Plant, Greenville, May 21*
Presentation of Governor's Award to Aurora, Aurora, May 21*
North Carolina Bicentennial Commission Luncheon, Receiving "Pass to Freedom Ticket," Raleigh, May 22
Presentation of Governor's Awards to Norlina and Warrenton, Warrenton, June 2*
Statement on Meeting with Secretary Frizzell on the New River, Raleigh, August, 14*
Announcement on New North Carolina Reading Program, Raleigh, August 21*
Ribbon-Cutting Ceremony, Opening U.S. 64-264 Bypass of Zebulon, Zebulon, August 26*
Presentation of Governor's Award to Murphy, Murphy, August 28*

*Referred to in headnote

Presentation of Governor's Award to Bryson City, Bryson City, August 29*
North Carolina Minority Business Resource Seminar, Raleigh, September 18*
Charge to the Governor's Conference on Reading, Winston-Salem, September 22*
District 2 Convention, North Carolina Association of Educators, Kings Mountain, October 10
News Conference Regarding Energy Conservation, Raleigh, October 14
Swearing-in Ceremony for Members of Energy Policy Council, Raleigh, October 14
North Carolina League of Municipalities, Winston-Salem, October 21
North Carolina Awards Program, Raleigh, October 22*
Announcement of Imperial Chemical Industries Expansion, Goldsboro, October 30*
Introduction of Ambassador Frederick B. Dent to Southern Growth Policies Board Annual Meeting, Pinehurst, November 12
Reception and Dinner Honoring Kernersville as Governor's Award Community, Kernersville, November 17*
Opening of Stretch of I-40, Hickory, November 29*
Dedication of Motor Vehicles Building, Newton, November 29
Opening of Stretch of I-77, Charlotte, December 1*

1976

Groundbreaking for I-85, South of Lexington, January 7*
News Conference on Coming of Edward Weck and Company, Inc., to Durham County, Research Triangle Park, January 20*
Presentation of Governor's Award to Town of Roxboro, Roxboro, January 23*
Hendersonville Jaycees Distinguished Service Award Banquet, Hendersonville, February 7*
Cumberland School of Law, Samford University, Birmingham, Alabama, February 10
North Carolina Wildlife Federation's Fifteenth Annual Governor's Conservation Achievement Banquet, Raleigh, February 13
Dedication of Clark Equipment Company Plant, Rockingham, April 2*
Opening Ceremonies, "Invest in the Carolinas" Exhibit, Sponsored by Reynolds Securities, Inc., Charlotte, April 5
North Carolina Grants Workshop, Greensboro, April 14
Farmers Home Administration Personnel State Meeting, Raleigh, April 15
Announcement of Rural Health Center, Holly Ridge, April 21*
Acceptance of Gift of Mobile Bicentennial Museum, Raleigh, April 23

*Referred to in headnote

Groundbreaking for First Permanent Building of North Carolina Zoo, Asheboro, April 23
Announcement of Rural Health Center, Stovall, April 23*
Dare County Salute to North Carolina, Manteo Airport, April 24
Announcement Concerning Vanceboro Medical Center, Inc., Vanceboro, April 28*
State Historic Preservation Conference, Salisbury, May 3
Groundbreaking for E. R. Squibb and Sons Facility, Kenly, May 19*
Raleigh Public Relations Society Seminar, Raleigh, May 20
Dedication of the Plasma Fractionation Laboratory of Cutter Laboratories, Clayton, June 8*
Announcement of Rural Health Center, Carolina Beach, June 9*
Awards Ceremony Honoring Constance Matheson Baker and Larry Marchese, Raleigh, June 12
Dedication of U.S. 64, Nash-Franklin County Line, June 21*
Ground-breaking Ceremony, Miller Brewing Company, Eden, June 29*
Presentation of Governor's Award to Fairmont, Fairmont, June 29*
Dedication of North Carolina Bicentennial Plaza, Raleigh, July 4*
Presentation of U.S. Savings Bonds to Winners of Bicentennial Essay Contest Sponsored by N.C. Oil Jobbers Association, Raleigh, July 14
Statement on Passage of New River Bill in U.S. House, Raleigh, August 10*
Dedication Ceremony for S.R. 1211, Robbinsville, September 3*
HOW Enterprises, Ltd., Dinner, Pinehurst, September 10*
Groundbreaking for U.S. 19-129, Murphy, September 13*
Dedication of Raleigh Beltline for U.S. 64, Raleigh, September 30*
Groundbreaking for Roanoke River Bridge, Weldon, October 1*
Ribbon-Cutting, N.C. 18, Lenoir, October 4*
Dedication of Kings Mountain National Military Park Facility, Kings Mountain National Park, South Carolina, October 8
Brunch in Brevard for Highway Announcement, Brevard, October 14
Groundbreaking for U.S. 23-441, Gold City, October 14*
Dedication of CR Industries, Franklin, October 14*
Dedication of Clay County Office Building, Hayesville, October 14
Opening of North Carolina State Fair, Raleigh, October 15
Groundbreaking, I-95 Bypass, Fayetteville, October 15*
Chamber of Commerce Luncheon on Beaucatcher Mountain Road Project, Asheville, November 12
Groundbreaking for AEP Industries, Stallings, November 30*
Dinner Honoring University of North Carolina President William Friday, Chapel Hill, December 1
Dedication of Sir Walter Raleigh Statue, Raleigh, December 3
Groundbreaking, Road to Wanchese Harbor, Seafood Industrial Park, Wanchese, December 28*

*Referred to in headnote

PROCLAMATIONS

[Each governor has traditionally issued proclamations from time to time. Some of these, such as those issued for Alcoholism Awareness Week, Human Relations Month, National Head Start Day, North Carolina Energy Conservation Week, Mountain Crafts Day in North Carolina, New River Preservation Week, and Credit Union Day, called attention to special events or causes. Because of space limitations it was not possible to include more than two or three proclamations.]

OFFER OF REWARD FOR APPREHENSION OF CRIMINALS

A PROCLAMATION BY THE GOVERNOR

FEBRUARY 6, 1973

[During the course of his administration, Governor Holshouser issued a number of proclamations similar to the following, each of which offered rewards from state funds for aid in apprehending persons guilty of heinous crimes. On March 8, 1973, a proclamation offered $2,500 for information leading to the arrest and conviction of the murderer of Amos Clifton Phillips on February 2 in Pitt County; on March 18, $5,000 was offered in connection with the willful burning of Old Main Building at Pembroke State University; on April 30, three proclamations were issued, each offering $2,500: for the murderer of Ernest Foster Byrd on August 3, 1967, in Harnett County, for the murderer of Virginia Maree Olson on April 15, 1973, in Asheville, and for the person or persons responsible for fire set to the B. N. Duke Library Building at Kittrell College. These were typical of others issued by the governor in an effort to aid law enforcement officers in their quest for the solution to major crimes.]

WHEREAS, it is believed that on or about the 15th day of January 1973 Michael A. Collins, Della F. Murray, and Grover S. Broadwell of Raleigh, North Carolina, were brutally and savagely murdered in Raleigh, Wake County, North Carolina, by an unknown assailant or assailants; and

WHEREAS, it is important for the preservation of law and order that the responsible person or persons be brought to justice.

NOW, THEREFORE I, James E. Holshouser, Jr., Governor of North Carolina, under and by virtue of the authority contained in Section 15-53.1 of the General Statutes of North Carolina, do

hereby offer a reward of FIVE THOUSAND ($5,000) DOLLARS to be paid to any person who shall furnish information to the Sheriff of Wake County, the Chief of Police of Raleigh, or the Director of the State Bureau of Investigation, leading to the arrest and conviction of such person or persons responsible for, participating in, or conspiring to commit the above-described murders.

The reward herein offered does not extend to any law enforcement officer of the State or any political subdivision thereof.

Done at our Capital City of Raleigh, this the 6th day of February in the year of our Lord, one thousand nine hundred and seventy-three.

/s/ James E. Holshouser, Jr.
Governor of North Carolina

WITNESS:
/s/ Fred G. Morrison, Jr.

Seal of the State of North Carolina

DAY OF PRAYER FOR RECONCILIATION, MERCY AND JUSTICE, WITH SPECIAL INTEREST FOR THE MEN AND WOMEN ON DEATH ROW

A PROCLAMATION BY THE GOVERNOR

JUNE 27, 1974

[Following the 1972 decision of the United States Supreme Court, which determined that North Carolina's application of the death sentence was unfair in that juries were permitted to recommend life sentences in lieu of death under certain circumstances and was therefore unconstitutional, the General Assembly enacted an amendment to G.S. 14-17. By the change, murder and rape in the first degree were offenses punishable by a mandatory death sentence. *(N.C. Session Laws, 1973, Second Session, 1974,* c. 1201.) As a result of the amendment, which was effective upon ratification on April 8, 1974, the death row population swelled rapidly. At the time the following proclamation was issued, there were forty-four people on North Carolina's death row; by July, 1976, when the United States Supreme Court issued another decision on capital punishment, there were 117 individuals on death row in the state.

The second decision, *Woodson et al.* v. *North Carolina*, 428 U.S. 280 (1975) was handed down on July 2, 1976. The Supreme Court determined that North Carolina's mandatory death sentence statute was unconstitutional in that it violated the Eighth and Fourteenth amendments to the Constitution. The Court stated that the North Carolina law had no standards to guide a jury in determining which murderers should live and which should die. Citing *Furman* v. *Georgia*, 408 U.S. 238 (1971), the Court said the statute was not an adequate response to the rejection of unlimited discretion on the part of the jury in imposing capital sentences. Following the Woodson decision, provisions of North Carolina's 1973 law resulted in automatic life sentences for those on death row at the time. From news reports it seemed likely that the 1977 General Assembly would enact a new death penalty statute to conform to guidelines issued by the Supreme Court. See *News and Observer*, July 3, 1976, for a discussion of the decision and its ramifications.]

WHEREAS, 44 people who have been convicted of criminal offenses are now on North Carolina's death row, awaiting the outcome of appeals; and

WHEREAS, North Carolina's death row population is the largest in the Nation; and

WHEREAS, this situation has created widespread discussion and debate on the question of capital punishment, bringing forth a variety of views on the subject; and

WHEREAS, aside from the question of the death penalty, these people on death row and their families are in need of human compassion, most earnest prayer and divine mercy; and

WHEREAS, in all matters of importance, we should seek spiritual guidance:

THEREFORE, I proclaim Sunday, June 30, 1974

A DAY OF PRAYER FOR RECONCILIATION, MERCY AND JUSTICE, WITH SPECIAL INTEREST FOR THE MEN AND WOMEN ON DEATH ROW

and commend this observance to all our citizens.

By the Governor:
/s/ James E. Holshouser, Jr.
James E. Holshouser, Jr.

SEAL

Raleigh, North Carolina
June 27, 1974

INAUGURATION OF JAMES B. HUNT, JR. A PROCLAMATION BY THE GOVERNOR

JANUARY 7, 1977

[James Baxter Hunt, Jr., was elected governor of North Carolina on November 2, 1976. The following proclamation was issued by Governor Holshouser to provide for the inauguration of the new chief executive on January 8, 1977.]

WHEREAS, the Constitution of North Carolina provides that the supreme executive power of the State shall be vested in a Governor and stipulates that his term of office shall be for four years, commencing on the first of January next after his election by the qualified electors of the State and shall continue until his successor is elected and qualified; and

WHEREAS, in the general election of November 2, 1976, the Honorable James B. Hunt, Jr., was elected Governor at the same time that other constitutional State officers were chosen, and the results of this election have been certified by legally prescribed authority; and

WHEREAS, the Honorable James B. Hunt, Jr., and other elected constitutional officers will take their oaths of office in a ceremony beginning at noon on January 8, 1977;

THEREFORE, I, James E. Holshouser, Jr., Governor of the State of North Carolina, do hereby proclaim Friday and Saturday, January 7 and 8, 1977, as the period for the festivities and ceremonies pertaining to the inauguration arranged by the Governor's Inaugural Committee.

Done at our Capital City of Raleigh, this seventh day of January, in the year of our Lord one thousand nine hundred and seventy-seven, and in the two-hundredth year of our American Independence.

By the Governor:
/s/ James E. Holshouser, Jr.
James E. Holshouser, Jr.

SEAL

EXECUTIVE ORDERS

[Twenty-two executive orders were prepared during the course of the Holshouser administration, and all but one of these was signed by the governor. A similar format was used for most of them; in the interest of space, therefore, only one is given in full. The others are listed with a brief explanatory statement describing their contents.]

EXECUTIVE ORDER NUMBER I AUTHORIZING THE GOVERNOR'S EFFICIENCY STUDY COMMISSION

JANUARY 16, 1973

WHEREAS, it is vital to the economic well being of the State of North Carolina that its governmental services be organized and operated on a sound fiscal basis and that the people of the State be assured of efficient expenditure of their tax dollars; and

WHEREAS, it is felt that an efficiency study of state government should be conducted by the private sector of the State;

NOW, THEREFORE, I, James E. Holshouser, Jr., Governor of the State of North Carolina, do authorize the Governor's Efficiency Study Commission and do appoint Archie K. Davis,[1] Chairman. To assist in this undertaking, I also authorize and empower the retaining of Warren King and Associates[2] as consultants to the Study Commission.

I further authorize the formation of a non-profit corporation under the Chairman's leadership to carry out the intent of this Executive Order. The officers and directors of the corporation shall be appointed or elected as provided by law after consultation with the Governor.

Representatives of the Study Commission and its consultants are authorized and empowered to make all inquiries necessary to ascertain the manner by which governmental services of the State of North Carolina may be afforded its citizens in the most efficient and expeditious manner.

Every office and employee of every agency of state government within my authority is directed to furnish representatives of the Study Commission and its consultants all necessary information concerning their respective agencies.

Upon completion of the work, representatives of the Study Commission shall render to the Governor a full report of their findings and recommendations.

This Executive Order shall be effective immediately and shall expire upon submission of the final report to the Governor.

IN WITNESS WHEREOF, I have subscribed my signature and have caused the Great Seal of the State of North Carolina to be affixed, this 16th day of January, 1973.

SEAL

/s/ James E. Holshouser, Jr.
Governor

ATTEST:

Thad Eure
/s/ Secretary of State

[1]For identification, see page 19.

[2]See page 64.

EXECUTIVE ORDER NUMBER II, Appointment of William M. Buck, BG, Line, NCARNG, as North Carolina's adjutant general, with the rank of major general, June 1, 1973.

EXECUTIVE ORDER NUMBER III, Creating a North Carolina Land Policy Council, August 17, 1973.

This order established the council to be made up of the principal officers of the Departments of Administration, Agriculture, Cultural Resources, Commerce, Natural and Economic Resources, Revenue, Human Resources, and Transportation. The lieutenant governor and speaker of the House of Representatives were to be included by invitation, and the secretary of the Department of Administration was to serve as chairman. Its function included an inventory of all state-owned land, a review of procedures for acquisition, administration, and disposition of state-owned land, procedures for environmental protection, and related matters. The council was also given responsibility for development of a state land policy. Various details were spelled out in the executive order.

EXECUTIVE ORDER NUMBER IV, Authorizing Implementation of the Findings of the Governor's Efficiency Study Commission.

This order was never signed.

EXECUTIVE ORDER NUMBER V, Designating Counties Constituting the North Carolina Coastal Area, April 29, 1974.

The Coastal Area Management Act of 1974 required the governor, on or before May 1, 1974, to designate the counties which constituted the "coastal area" as defined in G.S. 113A-103(2). In accordance therewith, the governor designated the following counties as those constituting the coastal area: Beaufort, Bertie, Brunswick, Camden, Carteret, Chowan, Craven, Currituck, Dare, Gates, Hertford, Hyde, New Hanover, Onslow, Pamlico, Pasquotank, Pender, Perquimans, Tyrrell, and Washington.

EXECUTIVE ORDER NUMBER VI, Establishing Additional Criteria for Eligibility of Certain Members of the Environmental Management Commission, August 20, 1974.

North Carolina had applied to the United States Environmental Protection Agency for certification to participate in the National Pollutant Discharge Elimination System through the North Carolina Environmental Management Commission, which was in the Department of Natural and Economic Resources. Federal law required members participating in the NPDES to meet certain conflict of interest criteria, but the North Carolina commission had responsibilities unrelated to NPDES. Application of the criteria to all members would deprive the state of valuable experience, and therefore the governor ordered that at least five members of the North Carolina commission should be people who did not receive or had not for the previous two years received a significant portion of their income from NPDES permit holders or applicants for such permits. The meaning of "significant portion" and various other terms was defined. The order was issued pursuant to the authority vested in the governor by *N.C. Session Laws, 1973, Second Session, 1974*, c. 1262, s. 20.

EXECUTIVE ORDER NUMBER VII, Establishing Procedures for a Total Civil Preparedness Program, August 20, 1974.

Provision was made for the secretary of the Department of Military and Veterans Affairs to advise the governor in matters pertaining to civil preparedness activities. The several departments in state government were charged with responsibilities to be carried out in times of disaster or emergency. Provisions contained in "North Carolina Disaster Relief and Assistance Plan of July 1, 1974," were made part of the order. The Civil Preparedness Program was to function under the overall jurisdiction of the secretary of the Department of Military and Veterans Affairs.

EXECUTIVE ORDER NUMBER VIII, Transferring the Office of Child Development from the North Carolina Department of Administration to the North Carolina Department of Human Resources and the State Office of Economic Opportunity from the North Carolina Department of Human Resources to the North Carolina Department of Administration, September 4, 1974.

The transfers were ordered by virtue of authority granted the governor in Article III, Section 5 (10) of the Constitution of North Carolina. The order was to become effective immediately.

EXECUTIVE ORDER NUMBER IX, Establishing the North Carolina Organized Crime Prevention Council, September 7, 1974.

The formation of a State Organized Crime Prevention Council was recommended under the provisions of the Federal Omnibus Crime Control and Safe Streets Act of 1968, and therefore the governor issued this order to re-create and establish the council. Its purposes were to update the plan developed by the previous council for the suppression of organized crime, to revise 1972 reports on certain specified topics, to encourage the establishment of organized crime units in local law enforcement organizations in the state, to assist the Justice Department, to act as liaison between certain federal, state, and local officials in this field of endeavor, and to carry out related duties spelled out in the order. Membership of the council was made up of the attorney general or his representative as chairman, the director of the State Bureau of Investigation, or his representative, one member of a police department from a metropolitan area of the state, one member of a sheriff's department, one member who had served or was serving as a superior court solicitor, and two at-large members appointed by the governor.

EXECUTIVE ORDER NUMBER X, Providing for the Functioning of the Committee on Law and Order and Its Membership, October 2, 1974.

The General Assembly, as part of reorganization of the Department of Natural and Economic Resources, provided for the transfer of the Committee on Law and Order to that department. Though funds were appropriated for use by the committee, the General Assembly inadvertently repealed G.S. 143-321(b) (2) which provided for the composition of the Committee on Law and Order. The committee, under the aforesaid statute, also served as the State Law Enforcement and Criminal Justice Planning Agency, an agency which was essential under provisions of the Omnibus Crime Control and Safe Streets Act of 1968 as amended. This order, therefore, set out powers and duties of the Committee on Law and Order as provided

by G.S. 143-323(b) and also outlined its composition. Various other details relative to the workings of this committee were spelled out in the order.

EXECUTIVE ORDER NUMBER XI, Providing for Civil Defense Procedures, December 5, 1974.

This order provided for defense and protection of citizens and property in the event of enemy attack. Its provisions were similar to those contained in the order relating to civil preparedness. (Executive Order Number VII.)

EXECUTIVE ORDER NO. XII, Authorizing the Establishment of a North Carolina Public Employee Deferred Compensation Plan to Implement and Coordinate the Benefits Made Available by G.S. 147-9.4, November 12, 1974.

Though the General Assembly provided for deferred compensation benefits for state employees (*N.C. Session Laws, 1971*, c. 433), a coordinated plan had not been worked out. This order provided for such a plan, which would be administered by a board of trustees made up of the secretary of administration, ex officio, chairman; the state treasurer, ex officio; two state employees; and three persons from the general public. Various details were spelled out whereby the plan could become operational.

EXECUTIVE ORDER NO. XIII, Reorganizing Certain Divisions and Administrative Units within the Department of Natural and Economic Resources in Accordance with Section 143B-10(b) of the General Statutes of North Carolina, February 21, 1975.

Citing the statutes and Article III, Section 5(10) of the Constitution of North Carolina, the governor provided for certain reorganization and redesignation of divisions and units within the Department of Natural and Economic Resources as had been recommended by its director. Divisions of Forest Resources, Parks and Recreation, Marine Fisheries, Community Assistance, Resource Planning and Evaluation, Economic Development, and Environmental Management were designated. There was also established within the department the North Carolina Science and Technology Research Center at the Research Triangle. Its duties were outlined in the order.

EXECUTIVE ORDER NUMBER XIV, Appointing Clarence B. Shimer, BG, LINE, NCARNG, as the adjutant general of North Carolina with the rank of major general, February 28, 1975

The appointment was to be effective March 1, 1975.

EXECUTIVE ORDER NUMBER XV, Establishing an Advisory Panel on Design and Construction Practices, December 4, 1975.

Because design and construction practices could have an impact on costs of construction as well as operation of buildings, on their aesthetic values, on the environment, and on the successful use of the building; and because the state needed to keep informed as to latest technology; and because the industry and design profession had information and data, the governor set up the panel to work with the Office of State Property and Construction, Department of Administration. It would assist that office, would make studies and recommendations, and would try to improve the state's capital improvements program. Eleven members were to make up the panel, and details with regard to its membership and operation were spelled out in the order.

EXECUTIVE ORDER NUMBER XVI, Providing for the Preservation, Restoration, and Maintenance of the Historical and Cultural Environment of the State, May 3, 1976.

So that the state could provide leadership in preserving, restoring, and maintaining the historical and cultural environment in North Carolina, various measures were provided in this order. State agencies were charged with the responsibility of cooperating with the North Carolina Historical Commission and the state historic preservation officer in implementing rules and laws relating to the protection of the historical and cultural environment. An inventory of buildings and sites qualifying for the National Register of Historic Places was to be completed by July 1, 1978. Details for the accomplishment of the goals set forth in the order were included therein.

EXECUTIVE ORDER NUMBER XVII, Establishing the North Carolina State Manpower Services Council, May 12, 1976.

The Comprehensive Employment and Training Act of 1973 (P.L. 93-203) and the Emergency Jobs and Unemployment Act of 1974 (P.L. 93-567) established a program of job training and employment opportunities for the economically disadvantaged and the unemployed and underemployed in North Carolina. The governor was designated as the "North Carolina Balance of State Prime Sponsor" for comprehensive manpower services under Title I of the CETA; under the law each prime sponsor was required to establish a State Manpower Services Council. The council was to review plans of prime sponsors, review state agency plans for providing services to prime sponsors, make recommendations for improving the coordination and effectiveness of manpower services, and carry out related

functions. This order detailed the duties and makeup of the council. The Office of Employment and Training of the Department of Administration was given responsibility for providing staff services to the council.

EXECUTIVE ORDER NUMBER XVIII, Establishing the North Carolina Balance of State Manpower Planning Council, May 12, 1976.

This order also related to the Comprehensive Employment and Training Act of 1973 and the Emergency Jobs and Unemployment Assistance Act of 1974. Under the law it was necessary to establish a Balance of State Manpower Planning Council, which was done by this order. The functions and composition of the council were outlined in the order. The council was to set goals and policies for manpower programs, recommend procedures for monitoring such programs, and perform related functions. Here again, staff services were to be furnished by the Office of Employment and Training in the Department of Administration.

EXECUTIVE ORDER NUMBER XIX, Establishing the North Carolina Health Coordinating Council, June 1, 1976.

The National Health Planning and Resource Development Act of 1974 (P.L. 93-641), provided for the development of a national health planning policy. The Department of Human Resources was designated as the health planning and development agency for North Carolina; it was required by the aforementioned law to seek advice from a statewide Health Coordinating Council, but North Carolina had no such advisory body. This order, therefore, set up such a council. Its functions were outlined. The council was to review the State Health Plan, which was to be prepared annually by the State Health Planning and Development Agency, to review the Medical Facilities Plan, to have certain specified responsibilities with regard to budgets and grants applications, and to carry out related responsibilities included in the order. The council was to consist of forty members; details regarding the composition of the council, which was appointed by the governor, were spelled out.

EXECUTIVE ORDER NUMBER XX, Creating the Juvenile Code Commission for the Study of Existing Legislation Relating to Juveniles, August 13, 1976.

The Governor's Law and Order Commission was the State Law Enforcement and Criminal Justice Planning Agency created pursuant to Section 203(a) of the Crime Control Act of 1973 which amended Title I of the Omnibus Crime Control and Safe Streets Act of 1968 as amended (P.S. 93-83, 93rd Congress, HR 8152). The Law and Order Commission was responsible for establishing policy and plans with respect to grants to the state by the Law Enforcement

Assistance Administration of the United States Department of Justice. The Law and Order Section of the Department of Natural and Economic Resources had responsibility for preparing statewide plans for adoption by the commission; and its annual action plan for the juvenile justice component in *A Criminal Justice Plan for North Carolina—1976* included a legislative program to establish a commission responsible for making recommendations to the 1977 General Assembly for revisions in the juvenile laws. This legislation program had not been implemented, and the governor's order therefore created this new commission to study legislation relating to juveniles. Nine members were to be appointed by the governor, with the director of the Administrative Office of the Courts, and the director of the Division of Youth Services, Department of Human Resources, as ex officio members. Details with regard to the commission's functioning were included in the order.

EXECUTIVE ORDER NUMBER XXI, Establishing the North Carolina Productivity Commission, October 9, 1976.

Increased productivity in state government was essential if needed services were to be provided without an increase in taxes. To meet the goal of increased productivity, the commission was established to work with the National Center for Productivity and Quality of Working Life, to encourage participation of governmental agencies in programs designed to increase productivity, to study means of encouraging productivity growth, and to carry on related duties. The commission was to consist of eighteen members appointed by the governor. The Department of Administration was to provide clerical and other services required by the commission.

EXECUTIVE ORDER NUMBER XXII, Establishing a Board of Directors of the North Carolina Department of Correction Prison Enterprises, December 6, 1976.

The State Department of Correction was required by law to provide for the employment of inmates, and various kinds of manufacturing and service operations were carried on by Prison Enterprises. The business was one having $18,791,845 in assets and sales in excess of $22 million for fiscal 1975-1976. The board of directors was set up to ensure that the needs of both the prison system and the taxpayers were met efficiently and economically. The order included provisions with regard to the membership of the board and outlined its duties. The Department of Correction was to provide clerical and other services.

APPOINTMENTS

Compiled by Rose P. Ennemoser

In this section are included the many boards, commissions, councils, and advisory bodies to which the governor appointed innumerable individuals. Most of these were placed under one of the major state departments established by the 1971 General Assembly which reorganized state government into nineteen principal offices or departments: Office of the Governor, Office of the Lieutenant Governor, Department of the Secretary of State, Department of State Auditor, Department of State Treasurer, Department of Public Education, Department of Justice, Department of Agriculture, Department of Labor, Department of Insurance, Department of Administration, Department of Transportation, Department of Natural and Economic Resources, Department of Human Resources, Department of Correction, Department of Commerce, Department of Revenue, Department of Cultural Resources, and Department of Military and Veterans Affairs. These are followed by a number of boards and commissions which do not function under any of the above-named departments. Last are boards governing institutions of higher education, lists of judicial officials and related appointments, and licensing boards.

The governor, lieutenant governor, and the elected officials formerly comprising the Council of State plus the appointed secretaries of the major departments make up the Executive Cabinet. The names of appointed secretaries are included with the listings for each of their departments. Those who were elected to their positions were James Eubert Holshouser, Jr., governor; James B. Hunt, Jr., lieutenant governor; Thad Eure, secretary of state; Henry Lee Bridges, state auditor; Edwin Maurice Gill, state treasurer; Andrew Craig Phillips, superintendent of public instruction; Robert Morgan, attorney general; James Allen Graham, commissioner of agriculture; William Charles Creel, commissioner of labor; and John Randolph Ingram, commissioner of insurance. Following the resignation of Robert Morgan to run for the United States Senate, Governor Holshouser appointed James Carson as attorney general; he was defeated by Rufus Ligh Edmisten in the November, 1974, election. William Charles Creel died in office August 29, 1975; Governor Holshouser appointed Thomas Avery Nye, Jr., commissioner of labor in his stead.

Though the major reorganization occurred as a result of 1971 legislation, there was further reorganization in 1973 and again in 1975; these changes are duly noted in footnotes to the various boards and commissions. Where a name change occurred as a result of legislative mandate, only the current name of a board or commission is used herein. However, the former name is usually mentioned in the footnote. The listing of departments follows the order of the 1971 reorganization bill, and boards and commissions are usually listed in the order in which they appear within the major chapters of the *Session Laws* concerned with the several departments of state government.

The individuals listed in the following pages are names of persons appointed by the governor, as noted on the computer print-out sheets; often there were additional members appointed by the speaker of the House of Representatives and the president of the Senate, or nominated or appointed by other groups as specified by law. The complete membership of major boards and commissions is published in the *North Carolina Manual, 1973,* and the *North Carolina Manual, 1975,* publications issued by the Department of Secretary of State. It should also be noted that Governor Holshouser made no appointments to several existing boards and commissions, so these are omitted completely in these pages.

For the first time, during the Holshouser administration, appointments were computerized. The computer print-outs show a number assigned to each position on each board and commission. When a vacancy occurred, a new appointee was assigned one of the numbers previously used by a retiring appointee. By looking at the position numbers, a reader will know who succeeded whom. Occasionally a person was given a different number when he was reappointed. In several instances, the term of office varies from the length of term as provided by law; for example, some appointees fill the remainder of unexpired terms; some are appointed for short terms when an initial board is made up of individuals serving staggered terms. Where there is no position number, the appointment was made prior to the use of the computerized system. Dates are lacking when they were not shown on the computer sheets; and zeros in numbers, such as 8-00-73, reflect the use of the computer.

Though every effort was made to assure accuracy in compiling the list of appointees, the computer print-outs contain some discrepancies in spelling, dates, and position numbers. Where there was such discrepancy, the latest print-out was used.

DEPARTMENT OF THE SECRETARY OF STATE[1]

DEPARTMENT OF STATE AUDITOR[2]

BOARD OF TRUSTEES OF THE NORTH CAROLINA FIREMEN'S PENSION FUND[3]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Wayne Brantley Hawkins	Rocky Mount	12-27-76	6-30-79
2	Dennis M. Foushee	Sanford	12-27-76	6-30-79
3	Stacy Clyde Eggers, Jr.	Boone	12-27-76	6-30-79

BOARD OF COMMISSIONERS OF THE LAW ENFORCEMENT OFFICERS' BENEFIT AND RETIREMENT FUND[4]

1	Col. Edward White Jones	Raleigh	4-22-74	Pleasure of governor
2	Capt. Conrad D. Wade	Greensboro	4-22-74	Pleasure of governor
3	Donald W. Stahl	Charlotte	4-22-74	Pleasure of governor
4	William A. Granberry	Raleigh	4-22-74	Pleasure of governor

DEPARTMENT OF STATE TREASURER[5]

LOCAL GOVERNMENT COMMISSION[6]

1	James Robert Hawkins	Durham	11-21-74	6-30-77
2	Milton Edward Prevost	Tryon	11-21-74	6-30-77
5	C. Frank James	Mt. Pleasant	11-21-74	6-30-77

BOARD OF TRUSTEES OF THE TEACHERS' AND STATE EMPLOYEES' RETIREMENT SYSTEM[7]

6	Edward Millis Armfield	Winston-Salem	4-5-73	4-5-77
7	Lynn Holaday	Boone	7-1-73	7-1-77
8	Ella B. McDearman	Raleigh	7-1-73	7-1-77
4	Hargett Y. Kinard	Raleigh	10-16-74	4-5-75
			9-26-75	4-5-79

1 See S.L., 1971, c. 864, s. 4, and G.S. 143A-19 through G.S. 143-A-23 for provisions relating to the Department of the Secretary of State. The State Board of Elections, formerly placed under the Department of the Secretary of State, was made an independent agency in 1974.

2 See S.L., c. 864, s. 5 and G.S. 143-A-24 through G.S. 143-A-29 for provisions relating to the Department of State Auditor.

3 The North Carolina Firemen's Pension Fund Board of Trustees consists of five members, three of whom are appointed by the governor for four-year terms, and two of whom are ex officio: the state insurance commissioner and the state auditor. Of the appointive members, one must be a paid fireman, one a volunteer fireman, and one a representative of the public at large. S.L., 1959, c. 1212; G.S. 118-19.

4 The Board of Commissioners of the Law Enforcement Officers' Benefit and Retirement Fund consists of the state auditor, chairman ex officio, the state treasurer, the state insurance commissioner, and four members appointed by the governor to serve at his will. One of the appointive members is a sheriff, one a police officer, one a state law enforcement officer, and one a representative of the public at large. G.S. 143A-166(b).

5 See S.L., 1971, c. 864, s. 6, and G.S. 143-A-30 through G.S. 143-A for provisions relating to the Department of State Treasurer.

6 The Local Government Commission consists of nine members, three of whom are appointed by the governor, one by the lieutenant governor, and one by the speaker of the House for four-year terms. Ex officio members are the state treasurer, who serves as chairman, the state auditor, the secretary of state, and the commissioner of revenue. One of the appointed members must have been on the governing body of a town and one a county commissioner. S.L., 1971, c. 780, s. 1; G.S. 159-3.

7 The Board of Trustees of the Teachers' and State Employees' Retirement System consists of ten members, eight of whom are appointed by the governor and confirmed by the Senate. One is a member of the teaching profession, one an employee of the State Highway Commission, one a representative of higher education, one a retired teacher or state employee who is drawing a retirement allowance, one a general state employee, and three who are not members of the teaching profession or state employees. The state treasurer, who serves as chairman, and the superintendent of public instruction serve as ex officio members. G.S. 35-6(b).

BOARD OF TRUSTEES OF THE TEACHERS' AND STATE EMPLOYEES' RETIREMENT SYSTEM (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
9	Claude DeBruhl	Candler	1-28-75	1-11-77
3	Lewis James Outlaw, Jr.	Dudley	9-26-75	4-5-79
5	John P. Booker, Jr.	Raleigh	9-26-75	4-5-79
1	Archie K. Davis	Winston-Salem	4-22-76	4-5-80
2	Donald R. Lineberger	Charlotte	4-22-76	4-5-80
6	Seddon (Rusty) Goode, Jr.	Charlotte	5-19-76	4-5-77

BOARD OF TRUSTEES OF THE LOCAL GOVERNMENTAL EMPLOYEES' RETIREMENT SYSTEM[8]

1	David A. Burkhalter	Charlotte	7-21-76	5-31-80
2	Robert A. Kent, Jr.	Lenoir	7-21-76	5-31-80
2	Samuel M. Gattis	Hillsborough	12-6-76	5-31-80

NORTH CAROLINA HOUSING FINANCE AGENCY[9]

1	A. Thomas Anderson	Raleigh	6-25-74	6-12-78
2	William Bradbury Cash	Winston-Salem	6-25-74	6-12-78
3	George E. Carr, Jr.	Greensboro	6-25-74	6-12-77
4	Ben J. Layton	Rocky Mount	6-25-74	6-12-77

TAX REVIEW BOARD[10]

1	David E. Maas	High Point	11-7-75	6-30-79
1	C. Allen Foster	Greensboro	8-12-76	6-30-79

DEPARTMENT OF PUBLIC EDUCATION[11]

STATE BOARD OF EDUCATION[12]

4	Richard R. Manz	Roanoke-Rapids	4-1-73	4-1-75
3	Prezell R. Robinson	Raleigh	4-1-73	4-1-81
7	Earl H. Oxendine	Pembroke	4-1-73	4-1-81
8	Mrs. Evelyn S. Tyler	Greensboro	4-1-73	4-1-81
6	Richard R. Manz	Roanoke Rapids	4-2-75	4-1-83
9	Larry M. Harding	Charlotte	4-2-75	4-1-83

8 The Local Governmental Employees' Retirement System Board of Trustees consists of the Board of Trustees of the Teachers' and State Employees' Retirement System and two local governmental officials appointed by the governor to serve four-year terms. One of the appointees is a local government official who is a mayor or member of a town governing board and the other a county commissioner or full-time county officer; additional details are spelled out in the law. G.S. 128-28(c).

9 The North Carolina Housing Finance Agency, formerly known as the North Carolina Housing Corporation, has a board of trustees of thirteen members. Four are appointed by the governor; two by the president of the Senate and two by the speaker of the House from the membership of the two bodies; two others appointed by the president of the Senate and two others by the speaker of the House from specified backgrounds. The governor's appointees shall be one experienced in community planning, one in subsidized housing management, one in housing public policy, and one in the manufactured housing industry. The nonlegislative members serve staggered, four-year terms; the legislative members serve for two years. The twelve appointed members elect a thirteenth who is chairman. S.L., 1973, c. 1296, s. 18; G.S. 122A-4.

10 The Tax Review Board consists of one member appointed by the governor and three ex officio members: the state treasurer, who is chairman; the chairman of the Utilities Commission; and the secretary of revenue who serves for purposes stated in G.S. 105-122 and G.S. 105-130.4. The governor's appointee serves for four years. S.L., 1971, c. 1093, s. 11; S.L., 1973, c. 476, s. 193; S.L., 1975, c. 275, s. 8; G.S. 105-269.2.

11 See S.L., 1971, c. 864, s. 7 and G.S. 143A-39 through G.S. 143A-48 for provisions relating to the Department of Public Education.

12 The State Board of Education is composed of thirteen members, eleven of whom are appointed by the governor and confirmed by the General Assembly for eight-year terms. The lieutenant governor and the state treasurer serve as ex officio members. *Constitution of North Carolina*, Art. IX, s. 8; S.L., 1971, c. 704, s. 2; G.S. 115-2.

DEPARTMENT OF COMMUNITY COLLEGES[13]

TECHNICAL INSTITUTE OF ALAMANCE BOARD OF TRUSTEES[14]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
3	James Hoover Elgin	Burlington	10-25-73	6-30-81
4	David I. Smith	Burlington	7-9-75	6-30-83

THE COLLEGE OF THE ALBEMARLE BOARD OF TRUSTEES[15]

1	Mrs. Robert L. Poston	Elizabeth City	3-5-74	6-30-81

ANSON COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[16]

4	Harry G. Hodges, Jr.	Wadesboro	9-27-73	6-30-81
1	T. W. Bennett	Wadesboro	9-25-75	6-30-83

ASHEVILLE-BUNCOMBE TECHNICAL INSTITUTE BOARD OF TRUSTEES[17]

2	Jack Ellis Cox	Arden	12-11-73	6-30-81
3	Ernest A. Mills	Asheville	10-31-75	6-30-83

BEAUFORT COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[18]

1	James Ray Oakley	Washington	9-28-73	6-30-81
2	Barry Louis Gutfeld	Washington	7-1-75	6-30-83

BLADEN TECHNICAL INSTITUTE BOARD OF TRUSTEES[19]

3	James Wells Hill III	Elizabethtown	3-22-73	6-30-77
1	Essie McCauley Williams, Jr.	Elizabethtown	2-8-74	6-30-81
2	Gilbert Beresoff	Clarkton	7-15-75	6-30-83
4	Mabel Porter Atkinson	Elizabethtown	12-10-76	6-30-79

BLUE RIDGE TECHNICAL INSTITUTE BOARD OF TRUSTEES[20]

1	William Sidney Prim	Hendersonville	6-27-74	6-30-81
2	Albert Jay Henderson	Hendersonville	7-28-75	6-30-83

CALDWELL TECHNICAL INSTITUTE BOARD OF TRUSTEES[21]

4	Hugh M. Wilson	Lenoir	11-26-73	6-30-81
3	Conley E. Starnes	Granite Falls	11-26-75	6-30-83
4	Gail B. Camp	Lenoir	11-26-75	6-30-81

13 The Department of Community Colleges was transferred to the Department of Public Education July 14, 1971. S.L., 1971, c. 864, s. 7(6); G.S. 143A-43. The several community colleges and technical institutes are under the overall administration of the department. As organized by the 1963 General Assembly, each community college and technical institute is governed by a board of trustees consisting of twelve members. Four of this number are appointed by the governor; four are elected by the board of education of the public school administrative unit in the administrative area of the institution; and four are elected by the board of commissioners of the county in which the institution is located, provided that if the administrative area is made up of two or more counties, the trustees shall be elected jointly by the commissioners of the two or more counties. All members must be residents of the administrative area of the institution for contiguous counties. Members are elected for eight years. S.L., 1963, c. 448, s. 23; G.S. 115A-7, 8.

14 See footnote 13.

15 See footnote 13.

16 See footnote 13.

17 See footnote 13.

18 See footnote 13.

19 See footnote 13.

20 See footnote 13.

21 See footnote 13.

CAPE FEAR TECHNICAL INSTITUTE BOARD OF TRUSTEES[22]

Position No.	Name of Appointee	Address	Date Appointed	Date of Expiration
4	Eugene McWatty	Wilmington	12-5-73	6-30-81
3	James Frederick Bradshaw, Jr.	Burgaw	7-15-75	6-30-83

CARTERET TECHNICAL INSTITUTE BOARD OF TRUSTEES[23]

1	Dennis M. Marquardt	Beaufort	7-19-74	6-30-81
2	Jerry Thomas Hardesty	Beaufort	8-18-75	6-30-83

CATAWBA VALLEY TECHNICAL INSTITUTE BOARD OF TRUSTEES[24]

1	Dorothy C. Armstrong	Hickory	10-16-73	6-30-81
4	Howard R. Frye	Hickory	1-22-74	6-30-75
			7-15-75	6-30-83

CENTRAL CAROLINA TECHNICAL INSTITUTE BOARD OF TRUSTEES[25]

1	Dr. William Don Roscoe	Sanford	2-8-74	6-30-81
2	Ralph Buren (R. B.) Guthrie	Sanford	7-16-75	6-30-83

CENTRAL PIEDMONT COMMUNITY COLLEGE BOARD OF TRUSTEES[26]

2	Albert F. Sloan	Charlotte	12-5-73	6-30-77
4	Robert W. Bradshaw, Jr.	Charlotte	12-5-73	6-30-81
3	Hila Richards Stratton	Charlotte	7-21-75	6-30-83

CLEVELAND COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[27]

1	Richard G. Kelly	Shelby	11-16-73	6-30-81
2	Betty Roberts	Shelby	7-16-75	6-30-83

COASTAL CAROLINA COMMUNITY COLLEGE BOARD OF TRUSTEES[28]

1	Kenneth B. Hurst	Jacksonville	11-20-73	6-30-81
2	Robert E. Lock	Jacksonville	8-10-75	6-30-83

CRAVEN COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[29]

4	Mrs. Anne N. Tayloe	New Bern	7-19-74	6-30-81
3	Lt. Col. Lynn N. Kelso	New Bern	10-21-75	6-30-83
4	Ernest C. Richardson III	New Bern	10-21-75	6-30-81

DAVIDSON COUNTY COMMUNITY COLLEGE BOARD OF TRUSTEES[30]

4	James Eugene Snyder, Jr.	Lexington	1-8-74	6-30-81
1	Mrs. Willie F. Brinkley	Lexington	7-17-75	6-30-83

22 See footnote 13.
23 See footnote 13.
24 See footnote 13.
25 See footnote 13.
26 See footnote 13.
27 See footnote 13.
28 See footnote 13.
29 See footnote 13.
30 See footnote 13.

DURHAM TECHNICAL INSTITUTE BOARD OF TRUSTEES[31]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Dr. William Kimball Griffin	Durham	4-2-74	6-30-81
2	Edward W. Ramsey, Jr.	Durham	8-20-75	6-30-83

EDGECOMBE COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[32]

4	Beatrice B. Satterthwaite	Tarboro	3-21-74	6-30-81
3	Agnes Porter Tharrington	Tarboro	10-7-75	6-30-83

FAYETTEVILLE TECHNICAL INSTITUTE BOARD OF TRUSTEES[33]

1	David G. Wilson	Fayetteville	12-5-73	6-30-81
2	Bruce Robert Pulliam	Fayetteville	10-24-75	6-30-83

FORSYTH TECHNICAL INSTITUTE BOARD OF TRUSTEES[34]

4	Ed M. McKnight	Clemmons	1-14-74	6-30-81
1	C. Edwin Allman, Jr.	Winston-Salem	7-9-75	6-30-83
4	Dewitt Eugene Rhoades	Kernersville	1-5-76	6-30-81

GASTON COMMUNITY COLLEGE BOARD OF TRUSTEES[35]

1	Earl Thornwell Groves	Gastonia	8-20-73	6-30-81
3	Roland E. Bradley	Gastonia	8-20-73	6-30-75
			7-9-75	6-30-83
3	W. Wesley Styers	Gastonia	3-19-76	6-30-83

GUILFORD TECHNICAL INSTITUTE BOARD OF TRUSTEES[36]

1	Lois S. Snitzer	Greensboro	4-2-74	6-30-81
2	Percy H. Sears	Greensboro	7-28-75	6-30-83
1	Joanne W. Bowie	Greensboro	1-7-76	6-30-81

HALIFAX TECHNICAL INSTITUTE BOARD OF TRUSTEES[37]

1	William H. Thorne	Littleton	5-29-74	6-30-81
2	Mrs. Salter J. Cochran, Jr.	Weldon	3-10-76	6-30-83

HAYWOOD TECHNICAL INSTITUTE BOARD OF TRUSTEES[38]

1	Mrs. Elaine Schenck	Canton	10-23-73	6-30-81
2	Edward Thornhill III	Canton	7-16-75	6-30-83

ISOTHERMAL COMMUNITY COLLEGE BOARD OF TRUSTEES[39]

1	Kenneth E. Holsombeck	Forest City	10-1-73	6-30-81
1	Janie G. Callahan (Mrs. James A.)	Rutherfordton	4-16-75	6-30-81
2	Dr. Ernest H. Yelton	Rutherfordton	7-9-75	6-30-83

31 See footnote 13.
32 See footnote 13.
33 See footnote 13.
34 See footnote 13.
35 See footnote 13.
36 See footnote 13.
37 See footnote 13.
38 See footnote 13.
39 See footnote 13.

JAMES SPRUNT INSTITUTE BOARD OF TRUSTEES[40]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Joseph W. Newkirk	Rose Hill	9-27-73	6-30-81
2	Stacy Ray Quinn	Pink Hill	10-13-75	6-30-83

JOHNSTON TECHNICAL INSTITUTE BOARD OF TRUSTEES[41]

1	Dr. Donnie H. Jones, Jr.	Princeton	11-26-73	6-30-81
2	Stanley C. Peele	Clayton	7-9-75	6-30-83

LENOIR COUNTY COMMUNITY COLLEGE BOARD OF TRUSTEES[42]

4	Barbara S. Perry	Kinston	9-26-73	6-30-81
3	Alvis Smith Proctor	Kinston	8-15-75	6-30-83

MCDOWELL TECHNICAL INSTITUTE BOARD OF TRUSTEES[43]

4	Henry Brooks Wilkinson	Marion	11-28-73	6-30-81
3	Jane Elizabeth Byrd Brown	Marion	7-9-75	6-30-83
3	Max D. Poore	Marion	9-27-76	6-30-83

MARTIN TECHNICAL INSTITUTE BOARD OF TRUSTEES[44]

3	Hugh Roland Baker	Williamston	2-12-74	6-30-81
2	Patricia K. Bowers	Williamston	5-4-76	6-30-83

MAYLAND TECHNICAL INSTITUTE BOARD OF TRUSTEES[45]

1	S. B. Lacey, Jr.	Newland	1-21-74	6-30-81
2	Dianne Warren Pritchard	Spruce Pine	10-21-75	6-30-83

MITCHELL COMMUNITY COLLEGE BOARD OF TRUSTEES[46]

1	William Brawley	Mooresville	7-20-73	6-30-77
2	Dr. J. Sam Holbrook	Statesville	7-20-73	6-30-75
			11-7-75	6-30-83
3	John Simpson	Troutman	7-20-73	6-30-81
4	Mrs. Elaine Steele	Statesville	7-20-73	6-30-79

MONTGOMERY TECHNICAL INSTITUTE BOARD OF TRUSTEES[47]

1	Francis W. McCallum	Candor	2-7-74	6-30-81
3	Mrs. Marion E. Parker	Troy	7-19-74	6-30-77
2	Dr. James W. Owen	Troy	11-9-76	6-30-83

40 See footnote 13.
41 See footnote 13.
42 See footnote 13.
43 See footnote 13.
44 See footnote 13.
45 See footnote 13.
46 See footnote 13. Mitchell College of Iredell County was merged into the Community College system May 17, 1973. S.L., 1973, c.576.
47 See footnote 13.

NASH TECHNICAL INSTITUTE BOARD OF TRUSTEES[48]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
4	Mrs. Grace E. Ricks	Rocky Mount	10-16-73	6-30-81
2	Allen Lee Sutphin, Sr.	Rocky Mount	12-11-73	6-30-77
2	Dr. H. Boone Grant	Rocky Mount	11-27-74	6-30-77
3	Joseph Beaman Brewer, Jr.	Rocky Mount	7-9-75	6-30-83
6	Harry Walter Howell	Rocky Mount	11-7-75	6-30-83

PAMLICO COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[49]

1	George Alfred Lupton, Jr.	Arapahoe	3-12-74	6-30-81
2	Caroline Cowell Godwin	Bayboro	5-19-76	6-30-83

PIEDMONT TECHNICAL INSTITUTE BOARD OF TRUSTEES[50]

1	Joseph R. Balak, Sr.	Longhurst	2-6-74	6-30-81
2	Henry Eily	Roxboro	1-23-76	6-30-83
1	Jean Degen Solyan	Roxboro	11-23-76	6-30-81

PITT TECHNICAL INSTITUTE BOARD OF TRUSTEES[51]

1	G. Henry Leslie	Greenville	4-5-74	6-30-81
2	Max R. Joyner	Greenville	8-5-75	6-30-83

RANDOLPH TECHNICAL INSTITUTE BOARD OF TRUSTEES[52]

1	Wallace Garner	Asheboro	10-1-73	6-30-81
3	John Armfield Melvin	Randleman	4-2-74	6-30-77
4	Robert E. Beane	Asheboro	11-18-74	6-30-79
2	Martha Luck Comer (Mrs. Clinton)	Seagrove	1-14-76	6-30-83
3	James L. Coble	Randleman	5-19-76	6-30-77

RICHMOND TECHNICAL INSTITUTE BOARD OF TRUSTEES[53]

1	Walter F. Long IV	Rockingham	11-16-73	6-30-81
2	Charles G. Monroe, Sr.	Rockingham	11-10-75	6-30-83

ROANOKE-CHOWAN TECHNICAL INSTITUTE BOARD OF TRUSTEES[54]

1	Otis Crandle Freeman	Colerain	1-17-74	6-30-81

ROBESON TECHNICAL INSTITUTE BOARD OF TRUSTEES[55]

1	Glenn Allen Maynor	Lumberton	12-5-73	6-30-81
2	Milton Ray Hunt	Pembroke	1-14-76	6-30-83

ROCKINGHAM COMMUNITY COLLEGE BOARD OF TRUSTEES[56]

1	Garland Smythe Edwards	Eden	2-8-74	6-30-81
2	Christine Penn (Mrs. Green)	Madison	7-9-75	6-30-83

48 See footnote 13.
49 See footnote 13.
50 See footnote 13.
51 See footnote 13.
52 See footnote 13.
53 See footnote 13.
54 See footnote 13.
55 See footnote 13.
56 See footnote 13.

ROWAN TECHNICAL INSTITUTE BOARD OF TRUSTEES[57]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	William S. Murdoch, *chairman*	Salisbury	1-14-74	6-30-81
2	H. T. Hall, Jr.	Woodleaf	7-18-74	6-30-75
			8-20-75	6-30-83

SAMPSON TECHNICAL INSTITUTE BOARD OF TRUSTEES[58]

1	Lewis M. Fetterman	Clinton	11-16-73	6-30-81
2	Lascar Franklin King	Ingold	7-1-75	6-30-83
1	Joy McLamb Hall	Clinton	9-25-75	6-30-81
2	Garrett Sheldon Strickland	Mt. Olive	12-16-76	6-30-83

SANDHILLS COMMUNITY COLLEGE BOARD OF TRUSTEES[59]

4	James Hoover Garner	Robbins	1-16-74	6-30-81
3	Jane Grim Turner (Mrs. Charles H.)	Whispering Pines	8-15-75	6-30-83

SOUTHEASTERN COMMUNITY COLLEGE BOARD OF TRUSTEES[60]

4	Dr. John F. Munroe	Whiteville	12-18-73	6-30-81
3	Carolyn R. Roberts	Supply	8-5-75	6-30-83

SOUTHWESTERN TECHNICAL INSTITUTE BOARD OF TRUSTEES[61]

1	James Kent Coward	Sylva	1-8-74	6-30-81
2	Roberta Mae Swank	Franklin	8-25-75	6-30-83

STANLY COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[62]

1	Darrell Lentz Huneycutt	Oakboro	2-15-74	6-30-81
2	James H. Nance, Jr.	Albemarle	8-15-75	6-30-83

SURRY COMMUNITY COLLEGE BOARD OF TRUSTEES[63]

1	Hoke F. Henderson, *chairman*	Elkin	5-2-74	6-30-79
1	Walter M. Matthews	Pilot Mountain	5-2-74	6-30-81
3	Claybern Junior Taylor	Mount Airy	9-25-75	6-30-83

TRI-COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[64]

1	Andrew Eugene Moore	Hayesville	12-10-73	6-30-81
2	W. Rex Kephart	Murphy	7-23-75	6-30-83

VANCE-GRANVILLE TECHNICAL INSTITUTE BOARD OF TRUSTEES[65]

4	Dr. Don H. Gwynn	Henderson	1-8-74	6-30-81
1	Michele B. Scott	Oxford	5-12-76	6-30-83

57 See footnote 13.
58 See footnote 13.
59 See footnote 13.
60 See footnote 13.
61 See footnote 13.
62 See footnote 13.
63 See footnote 13.
64 See footnote 13.
65 See footnote 13. Vance-Granville Technical Institute became a community college on June 26, 1975. S.L., 1975, c. 910.

WAKE TECHNICAL INSTITUTE BOARD OF TRUSTEES[66]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
4	Harry Kennedy Clark	Raleigh	2-4-74	6-30-81
3	Dr. Emol A. Fails	Raleigh	1-5-76	6-30-83

WAYNE COMMUNITY COLLEGE BOARD OF TRUSTEES[67]

1	Charles T. Gibson	Goldsboro	11-5-73	6-30-81
2	Gene S. Baker	Pikeville	10-21-75	6-30-83

WESTERN PIEDMONT COMMUNITY COLLEGE BOARD OF TRUSTEES[68]

1	William M. Fulton	Morganton	10-1-73	6-30-81
2	Donald Ervin Smith	Morganton	2-27-76	6-30-83

WILKES COMMUNITY COLLEGE BOARD OF TRUSTEES[69]

1	Mrs. Fred Lovette	North Wilkesboro	3-5-74	6-30-81
1	Bonnie Lovette Rhodes	Wilkesboro	3-7-75	6-30-81
2	Dr. Seth M. Beale	Elkin	9-23-75	6-30-83
2	Austin A. Adams	North Wilkesboro	11-20-75	6-30-83

WILSON COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[70]

1	Harry R. Helmer, Sr.	Elm City	7-1-73	6-30-81
2	Betty Lois Wylie	Wilson	7-16-75	6-30-83
2	Catherine (Kitty) McIver Peacock	Wilson	12-5-75	6-30-83

NORTH CAROLINA VOCATIONAL TEXTILE SCHOOL BOARD OF TRUSTEES[71]

6	Paul Hadden Avery	Gastonia	4-10-74	7-1-75
			4-16-76	7-1-79
7	O. Leonard Moretz	Maiden	4-10-74	7-1-79
8	D. R. Lafar, Jr.	Gastonia	4-10-74	7-1-77
9	George Gordon Hacker	Stanley	4-10-74	7-1-77
4	Jack Carson Shoffner	Graham	4-16-76	7-1-79
5	Hyman Lanier Williams	Gastonia	4-16-76	7-1-79
1	Elmer L. Spence	Kannapolis	7-22-76	7-1-80
2	George J. Vincent	Shelby	7-22-76	7-1-80
3	Ralph P. Sullivan	Shelby	8-2-76	7-1-80

NORTH CAROLINA TEXTBOOK COMMISSION[72]

1	Joyce Wasdell, *chairman*	Durham	11-21-73	4-1-77
2	Louis Gaskins	Pineville	11-21-73	4-1-77
3	Dean Westmoreland	Kings Mountain	11-21-73	4-1-77
4	L. C. Howard	Franklin	11-21-73	4-1-77

66 See footnote 13.
67 See footnote 13.
68 See footnote 13.
69 See footnote 13.
70 See footnote 13.
71 The Board of Trustees of the Vocational Textile School is composed of nine members appointed by the governor for four-year terms. The state director of vocational education serves ex officio. G.S. 115A-39.
72 The Textbook Commission consists of twelve members appointed jointly by the governor and the superintendent of public instruction to serve four-year terms. Seven of the members must be outstanding teachers or principals in the elementary grades; five members must be outstanding teachers or principals in the high school grades; one member may be a county or city superintendent. G.S. 115-208.

NORTH CAROLINA TEXTBOOK COMMISSION (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
5	Jerry Shaver	High Point	11-21-73	4-1-77
6	Ann H. Kennedy	Raleigh	11-21-73	4-1-77
7	Stacy Brayboy	Maxton	11-21-73	4-1-77
8	Juanita Corbin	Riegelwood	11-21-73	4-1-77
9	Harriett B. McCormick	Winston-Salem	11-21-73	4-1-77
10	Roy E. Coffey	Hudson	11-21-73	4-1-77
11	Hazel Sorrell	Benson	11-21-73	4-1-77
12	Barbara Baucom	Raleigh	11-21-73	4-1-77
3	Evelyn Barringer Drum	Newton	6-18-75	4-1-77

COUNCIL ON EDUCATION SERVICES FOR EXCEPTIONAL CHILDREN[73]

1	Mrs. Lois R. Hirschman	Raleigh	7-22-74	6-30-76
			7-1-76	6-30-78
2	Rep. Carolyn Mathis	Charlotte	7-22-74	6-30-76
			7-1-76	6-30-78

EDUCATION COMMISSION OF THE STATES[74]

1	Phillip J. Kirk, Jr.	Raleigh	5-3-74	Pleasure of governor
3	Mrs. Evelyn S. Tyler	Greensboro	5-3-74	Pleasure of governor
4	Dr. William C. Friday	Chapel Hill	5-3-74	Pleasure of governor
2	Dr. Marion D. Thorpe	Elizabeth City	6-24-75	Pleasure of governor
4	John L. Sanders	Chapel Hill	11-23-76	Pleasure of governor

DEPARTMENT OF JUSTICE[75]

GENERAL STATUTES COMMISSION[76]

1	Donald R. Billings	Winston-Salem	9-5-73	5-31-75
			8-13-75	5-31-77
2	Michael P. Mullins	Charlotte	9-5-73	5-31-75
2	William L. Ragsdale	Raleigh	8-13-75	5-31-77

73 The Council on Education Services for Exceptional Children, established April 1, 1974, consists of seventeen members, two of whom are appointed by the governor, two members of the Senate appointed by the lieutenant governor, two members of the House appointed by the speaker, and eleven members appointed by the State Board of Education. Of the latter, one must come from each congressional district and each must have a school-age child. The State Board designates the chairman from among members other than those appointed by the board. Those appointed initially by the governor, lieutenant governor, and speaker served until July 1, 1976, and then were appointed to two-year terms. Board appointees served initial staggered terms, with full term for appointments subsequent to initial appointments being for four years. S.L., 1973, c. 1079; G.S. 115-11.7.

74 The Education Commission of the States operates in conjunction with the Interstate Compact for Education. Each member state has seven members on the commission: the governor, two legislators, and four appointed by the governor to serve at his pleasure. G.S. 115-349.

75 See S.L., 1971, c. 864, s. 8 and G.S. 143A-49 through G.S. 143A-55 for provisions relating to the Department of Justice.

76 Membership of the General Statutes Commission was increased from ten to eleven members in 1975. Appointments are made as follows: two by the governor; one by the president of the North Carolina State Bar; one by the General Statutes Commission; one each by the deans of the law schools at Duke, Wake Forest, the University of North Carolina at Chapel Hill, and North Carolina Central; one by the president of the Senate of each General Assembly from the membership of the Senate; one by the speaker of the House for each General Assembly from the membership of the House; and one by the president of the North Carolina Bar Association. Members serve two-year terms. In odd-numbered years the commission elects a chairman to serve two years. S.L., 1975, c. 394, ss. 1, 2; G.S. 164-14, 16.

CRIMINAL JUSTICE TRAINING AND STANDARDS COUNCIL[77]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
14	David L. Jones	Raleigh	11-28-73	7-1-76
3	Rep. Marilyn R. Bissell	Charlotte	3-18-74	7-1-76
			7-1-76	7-1-79
2	Frank J. Yeager, *chairman*	Winston-Salem	10-10-74	7-1-77
1	Orville Herbert Foster	Vilas	2-26-76	7-1-78

NORTH CAROLINA CRIMINAL JUSTICE EDUCATION AND TRAINING SYSTEM COUNCIL[78]

1	C. Leonard Alcon	Burlington	1-10-74	9-1-74
			9-1-76	9-1-77
2	Mrs. Ada Strong Johnson	Warrenton	1-10-74	9-1-74
			9-1-76	9-1-77
3	John Lee Whitley	Wilson	1-10-74	9-1-74
			9-1-76	9-1-77
4	Donald C. Perry	Wingate	1-10-74	9-1-74
			9-1-76	9-1-77
5	William S. Anderson	Arden	2-6-74	9-1-74
			9-1-76	9-1-77

PRIVATE PROTECTIVE SERVICES BOARD[79]

2	Jack G. Martin	Lexington	9-6-73	7-1-77

DEPARTMENT OF AGRICULTURE[80]

STATE BOARD OF AGRICULTURE[81]

7	Windell L. Talley	Stanfield	6-25-73	5-4-79
8	Donald R. Kincaid	Lenoir	6-25-73	5-4-79
9	Sherill Williams	Newton Grove	6-25-73	5-4-79
10	Evelyn M. Hill	Edneyville	6-25-73	5-4-79
4	James L. Southerland	Laurinburg	6-9-75	5-4-81
5	Henry Tyson Smith	Fountain	6-9-75	5-4-81
6	Fred R. Snow, Jr.	Dobson	6-9-75	5-4-81
2	Ben D. Harrington	Raleigh	6-7-76	5-4-77

77 The Criminal Justice Training and Standards Council consists of twenty-one members of whom three are appointed at large by the governor for three-year terms. Others are representatives of specified state agencies or law enforcement organizations. S.L., 1971, c. 963; G.S. 17A-3.

78 The Criminal Justice Education and Training System Council, established May 23, 1973, consists of thirty-eight members, five of whom are civilian members at large selected by the governor from the private sector; others represent various groups and functions as specified in the law and sixteen persons serve as ex officio members. Terms are for one year. S.L., 1973, c. 749; G.S. 17B-4.

79 The Private Protective Services Board was established as of July 1, 1973. It consists of five members who are the director of the State Bureau of Investigation, chairman; a person selected by the attorney general who is not a licensee under the provision of the law establishing this function; one person appointed by the governor for four years, not a licensee; two who are licensees, one appointed by the president pro tem of the Senate and the other by the House. Following initial staggered terms, members serve four years. S.L., 1973, c. 528; S.L., 1975, c. 592; G.S. 74B-4.

80 See S.L., 1971, c. 864, s. 9 and G.S. 143A-56 through G.S. 143A-66 for provisions relating to the Department of Agriculture.

81 The Board of Agriculture consists of the commissioner of agriculture, who serves ex officio, and ten members serving six-year terms, appointed by the governor with confirmation by the Senate. The members are to be so distributed as reasonably to represent the different sections and agricultural interests of the state, and all must be practical farmers engaged in their profession. G.S. 106-2.

STRUCTURAL PEST CONTROL COMMITTEE[82]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	John Calhoun Hyatt, Jr.	Whiteville	6-30-74	6-30-78
2	T. C. Smith	Raleigh	6-30-74	6-30-77

NORTH CAROLINA AGRICULTURAL HALL OF FAME BOARD OF DIRECTORS[83]

2	Leary Rhinehart Harrill	Raleigh	8-29-75	1-27-81
3	Horace J. Isenhower, Sr.	Conover	8-29-75	1-27-81

GASOLINE AND OIL INSPECTION BOARD[84]

1	Palmer Eugene Huffstetler	Cherryville	7-24-75	Pleasure of governor
2	Freddie Adams	Princeton	7-24-75	Pleasure of governor
3	Jimmy Lee Couch	Jonesville	7-24-75	Pleasure of governor

NORTH CAROLINA RURAL REHABILITATION CORPORATION BOARD OF DIRECTORS[85]

4	John J. Collett, Jr.	Thomasville	2-14-74	11-19-77
			11-19-76	11-19-79
5	Frances J. Ratcliff	Pantego	2-14-74	11-19-77
			11-19-76	11-19-79
2	Van S. Watson, Jr.	Whitakers	8-19-75	11-19-77
3	Simon Ross Stephens, Sr.	Liberty	8-19-75	11-19-77
1	Douglas Synder Boykin	Willard	9-14-76	11-19-78
2	Branch Lilly	Norwood	9-14-76	11-19-77

NORTH CAROLINA PESTICIDE BOARD[86]

3	Robert B. Hazel	Garner	2-8-74	7-1-77
5	Hubert G. Lowe	Elon College	2-8-74	7-1-75
1	Alfred Stratton Elder	Raleigh	2-11-74	7-1-77
2	Dr. John I. Freeman	Raleigh	2-11-74	7-1-77

82 The committee, functioning as part of the Structural Pest Control Division, is made up of five members, two of whom are appointed by the governor. The law spells out details concerning members and their appointment. The governor's appointees must be actively engaged in the pest control industry. Terms are for three years. G.S. 106-65.23.

83 The Agricultural Hall of Fame Board is composed of three members appointed by the governor for six-year terms and five ex officio members specified by the legislature. G.S. 106-568.14, 568.15.

84 The Gasoline and Oil Inspection Board is composed of five members, of whom three are appointed by the governor and two serve ex officio: the commissioner of agriculture and the director of the Gas and Oil Inspection Division. G.S. 119-26.

85 The Rural Rehabilitation Corporation board is made up of nine members, five of whom are appointed by the governor for three-year terms and four of whom are ex officio members: the commissioner of agriculture and director of the Cooperative Agricultural Extension Service of N.C. State University, the secretary of human resources, and the N.C. state director of the Farmers Home Administration of the U.S. Department of Agriculture. G.S. 137-31.3.

86 The North Carolina Pesticide Board, which functions within the Department of Agriculture, was set up by the 1971 General Assembly. One member is a representative of the Department of Agriculture, one of the Department of Health, one of a state conservation agency, one a representative of the agricultural chemical industry, one a person engaged in agricultural production, and two at large. The seven members are appointed by the governor for four years. The board selects its chairman from its membership to serve for two years. S.L., 1971, c. 832; G.S. 143-346.

ADVISORY COMMISSION FOR THE MUSEUM OF NATURAL HISTORY[87]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Dr. Carroll Lamb Mann III	Raleigh	11-10-75	8-31-77
2	Micou F. Browne	Raleigh	11-10-75	8-31-77
3	James Marshall Mauney	Raleigh	11-10-75	8-31-77
4	Hilda Grissom Perry	Goldsboro	11-10-75	8-31-77
5	Benner Jones III	Fayetteville	11-10-75	8-31-77
6	Edwin Glenn Piver	Hampstead	11-10-75	8-31-77
7	Lynn Thomas Ziglar	Winston-Salem	11-10-75	8-31-77
8	Lillie Bryan Brewer (Mrs. Joe O.)	Wilkesboro	11-10-75	8-31-77
9	Willard William Tryon	Rutherfordton	11-10-75	8-31-77

DEPARTMENT OF LABOR[88]

NORTH CAROLINA BOARD OF BOILER RULES[89]

1	Henry Ernest Crandall	Asheville	8-10-74	6-18-76
3	William Montgomery Reading, Jr.	Kinston	8-19-74	6-18-79
4	Robert Lillian Harrell	Matthews	8-19-74	6-18-78
5	Ben Wade McCoy	Charlotte	8-19-74	6-18-78

SAFETY AND HEALTH REVIEW BOARD[90]

1	Roy Simmons	Walnut Cove	8-1-73	8-1-75
			8-22-75	8-1-81
2	Kenneth K. Kiser, *chairman*	Hudson	8-1-73	8-1-79
3	Oliver W. Alphin	Durham	8-22-74	8-1-77
3	Alexander B. Denson	Raleigh	7-12-76	8-1-77

DEPARTMENT OF INSURANCE[91]

INSURANCE ADVISORY BOARD[92]

1	David Wesley Adams	High Point	1-23-76	9-1-77
2	Robert M. Mauldin	Wilkesboro	1-23-76	9-1-77
3	Pasco M. Bowman II	Winston-Salem	1-23-76	9-1-77
4	Henry C. Allen, Jr.	Winston-Salem	1-23-76	9-1-79
5	W. Stine Isenhower	Conover	1-23-76	9-1-79
6	R. L. Bush, Jr.	Lenoir	1-23-76	9-1-79

87 The Advisory Commission for the Museum of Natural History consists of at least nine members, including the director of the Museum of Natural History, the commissioner of agriculture, the state geologist, the secretary of the Department of Natural and Economic Resources, the director of the Institute of Fisheries Research of the University of North Carolina, the director of the Wildlife Resources Commission, the superintendent of public instruction, or any qualified representative of any or all, plus three members appointed by the governor. The latter three must represent the three geographical areas of the state. Members appointed by the governor serve two-year terms. G.S. 143-370.

88 See S.L., 1971, c. 864, s. 10 and G.S. 143A-67 through G.S. 143A-72 for provisions relating to the Department of Labor.

89 The Board of Boiler Rules consists of five members appointed by the governor for five-year terms; the commissioner of labor serves as chairman. G.S. 95-54.

90 The Safety and Health Review Board was established in 1973. It consists of three members appointed by the governor, who also names the chairman from among the members. After initial staggered terms, members serve six years. S.L., 1973, c. 295, s. 10; S.L., 1975, c. 69, s. 4; G.S. 95-135.

91 See S.L., 1971, c. 864, s. 11 and G.S. 143A-73 through G.S. 143A-79 for provisions relating to the Department of Insurance.

92 The Insurance Advisory Board is composed of seven members, six of whom are appointed by the governor and one of whom, the commissioner of insurance, serves ex officio and as chairman. Terms are for four years. G.S. 58-27.1.

HEALTH INSURANCE ADVISORY BOARD[93]

Position No.	Name of Appointee	Address	Date Appointed	Date of Expiration
1	James J. Booker	Winston-Salem	4-22-76	9-15-77
2	Austin A. Mitchell	Kannapolis	4-22-76	9-15-79
3	Mrs. Mary M. Clayton	High Point	4-22-76	9-15-77
4	John David Brady	Burlington	4-22-76	9-15-77
5	Robert Thompson	Asheville	4-22-76	9-15-76
6	Edward Alan Jaffre	Charlotte	4-22-76	9-15-79

BUILDING CODE COUNCIL[94]

5	R. Glenn Agnew	Charlotte	7-1-74	7-31-79
4	John Rodman Andrew	Wilmington	7-1-74	7-31-79
10	James W. McDaniel	Greensboro	7-1-74	7-31-79
2	Walter F. Perry	Wingate	7-1-74	7-31-79
1	Moodye R. Clary	Charlotte	12-2-75	7-31-81
3	John Robert Adams	Raleigh	12-2-75	7-31-81
9	Frank William Billmire	Charlotte	12-2-75	7-31-81
11	John H. Emerson	Raleigh	12-2-75	7-31-81
8	Edward Lafayette Woods	Charlotte	12-2-75	7-31-79

DEPARTMENT OF ADMINISTRATION[95]

	William L. Bondurant, *secretary*[96]	Winston-Salem	1-5-73	Pleasure of governor
	Bruce Albert Lentz, *secretary*[97]	Hickory	7-1-74	Pleasure of governor

STATE PERSONNEL COMMISSION[98]

6	Sally A. Myers	Raleigh	9-4-73	6-30-79
7	William H. Davis III	Charlotte	9-4-73	6-30-79
2	Laverne W. Thornton	Goldston	10-21-74	6-30-77

STATE GOALS AND POLICY BOARD[99]

8	Dr. Deil S. Wright	Chapel Hill	8-15-73	3-13-77
9	Sen. Hamilton Horton	Winston-Salem	8-15-73	3-13-77

93 The Health Insurance Advisory Board consists of nine members appointed by the governor; the law provides for four-year terms. The commissioner of insurance serves ex officio. Five of the appointive members must be from the public at large and four are appointed from the insurance industry upon recommendation of the commissioner of insurance. G.S. 58-262.1, 262.2.

94 The Building Code Council consists of eleven members appointed by the governor for six-year terms. Members are chosen from the professions of architecture, engineering, and construction as designated by law. G.S. 143-136.

95 See S.L., 1975, c. 879 and G.S. 143B-366 through G.S. 143B-398 for provisions relating to the Department of Administration. The department was reorganized, effective July 1, 1975, in line with the Executive Organization Act of 1973. The head of the department is the secretary of administration. S.L., 1975, c. 879, s. 5; G.S. 143B-369.

96 Succeeded William Lindsay Turner.

97 Succeeded William L. Bondurant, who resigned to become executive director of the Mary Reynolds Babcock Foundation.

98 The law concerning the State Personnel Commission was amended in 1975, to become effective February 1, 1976. The name was changed from State Personnel Board to State Personnel Commission, and members appointed after that date are subject to confirmation by the General Assembly. The commission consists of seven members appointed by the governor: two state employees, two from a list nominated by the North Carolina Association of County Commissioners, two persons from private business or industry, and one from the public at large. Members serve six years, and the governor designates the chairman. Under the amended law the governor appoints the state personnel director who is responsible for the administration of the Office of State Personnel. The office operates independently of control by the secretary of administration but is placed within the Department of Administration for organizationel purposes only. S.L., 1975, c. 667, ss. 2-5; G.S. 126-2, 3.

99 The State Goals and Policy Board is composed of sixteen members, fifteen of whom are appointed by the governor who, himself, serves ex officio and as chairman. In his absence he designates a member to serve in such capacity. The initial board was made up of persons serving on the Council on State Goals and Policy at the time the law was amended in 1975, who were to serve for the duration of their original terms. Successive appointments are for four years. S.L., 1975, c. 879, s. 8; G.S. 143B-372.

STATE GOALS AND POLICY BOARD (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
10	Dr. George Shipman	Salisbury	8-15-73	3-13-77
11	Mrs. Ruth Jones	Rocky Mount	8-15-73	3-13-77
12	Mrs. Mary Charles Griffin	Asheville	8-15-73	3-13-77
14	Shearon Harris	Raleigh	8-15-73	3-13-77
1	Lt. Gov. James B. Hunt, *vice-chairman*	Wilson	5-2-74	3-13-77
4	Garza Baldwin, Jr.	Pisgah Forest	5-2-74	3-13-78
5	David Gillespie	Charlotte	5-2-74	3-13-78
6	William Howard Dougherty, Jr.	Charlotte	5-2-74	3-13-78
7	Wade H. Hargrove	Raleigh	5-2-74	3-13-78
13	John G. Hutchens	High Point	5-2-74	3-13-78
	CHILD DAY-CARE LICENSING COMMISSION[100]			
3	Mrs. Pearl H. Wesson	Shelby	4-24-75	12-31-79
5	Robert L. Eagle	Charlotte	4-24-75	12-31-77
6	Carl C. Staley, Jr.	Greensboro	4-24-75	12-31-79
8	Mrs. Faye Marks	High Point	4-24-75	12-31-79
2	Agnes Durden Love	Charlotte	4-9-76	12-31-81
4	Rachel Weaver Frazier	Raleigh	4-9-76	12-31-81
10	Vivian Abbott Loyd	Warrenton	4-9-76	12-31-81
	NORTH CAROLINA DRUG COMMISSION[101]			
4	Susan Candice Hoke	Charlotte	7-19-74	6-30-75
			8-22-75	6-30-77
	NORTH CAROLINA COUNCIL ON INTERSTATE COOPERATION[102]			
1	David Stephenson	Raleigh	10-30-73	6-30-75
			10-6-75	6-30-77
2	Fred G. Morrison, Jr.	Raleigh	10-30-73	6-30-75

100 The Child Day-Care Licensing Commission consists of fifteen members, five of whom are state officials and ten of whom are citizens appointed by the governor. The officials are the governor, the attorney general, the commissioner of insurance, the superintendent of public instruction, and the secretary of human resources. At least five of the governor's appointees must be operators of day-care facilities subject to licensing who are actively engaged in the operation for profit. Various details are enumerated in the law. Three appointees must be citizens without a pecuniary interest in such a business, but two must have preschool children at the time of their appointment. Two appointees must be operators of nonprofit day-care facilities. Initial members were members of the Child Day-Care Licensing Board who were serving at the time the law was amended in 1975; they were to serve for the duration of their original terms. Successive appointments are for six years. The governor designates a chairman from the membership. S.L., 1975, c. 879, s. 14; G.S. 143B-376.

101 The North Carolina Drug Commission consists of thirteen members: the attorney general or designee; the executive officer of the State Board of Pharmacy; four members appointed by the secretary of human resources including representatives of youth development, mental health, health, and vocational rehabilitation; one appointed by the secretary of correction who represents adult correction; the superintendent of public instruction or designee; chairman of the Board of Governors of the North Carolina University System or designee; a member of the Board of Medical Examiners; a member of the House appointed by the speaker; a member of the Senate appointed by the president pro tem; and a youth member appointed by the governor. Members of the North Carolina Drug Authority, serving at the time the law was amended in 1975, were to comprise the initial commission, serving for the duration of their original terms. Successors serve two-year terms, with certain exceptions provided for in the case of those from state agencies. The governor designates a chairman from the membership who serves at his pleasure. S.L., 1975, c. 879, s. 17; G.S. 143B-378.

102 The Council on Interstate Cooperation consists of eleven members: president of the Senate, speaker of the House of Representatives; three senators named by the president of the Senate; three representatives named by the speaker of the House; and three administrative officials named by the governor. The initial members of the council were members of the North Carolina Commission on Interstate Cooperation who were serving at the time the law was amended in 1975; they were to serve for the duration of their original terms, all of which expired June 30, 1977. Biennially the governor designates the chairman from among the legislative members of the council. House and Senate appointees serve until their successors are designated; each administrative member serves for two years. S.L., 1975, c. 879, ss. 20-24; G.S. 143B-380 through G.S. 143B-384.

NORTH CAROLINA COUNCIL ON INTERSTATE COOPERATION (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
3	Tenney I. Deane	Raleigh	10-30-73	6-30-75
2	Samuel H. Long III	Raleigh	10-6-75	6-30-77
3	Lynn Muchmore	Raleigh	10-6-75	6-30-77

STATE YOUTH ADVISORY COUNCIL[103]

5	C. C. (Bear) Little	Concord	7-3-74	5-1-78
6	Samuel K. Owen	Salisbury	7-3-74	5-1-78
7	James Alfred Jones	Winston-Salem	7-3-74	5-1-78
8	Mrs. Dorothy D. Gilmore	Fayetteville	7-3-74	5-1-78
8	Sonna C. Thomson	Arden	1-8-76	5-1-78
1	Bart A. Streb	Wilmington	7-8-76	7-1-80
2	Dr. Elmer R. Oettinger, Jr.	Chapel Hill	7-8-76	7-1-80
3	Linda Cook Anderson	Statesville	7-8-76	7-1-80
4	George W. Ford	Fairmont	7-8-76	7-1-80

NORTH CAROLINA MARINE SCIENCE COUNCIL[104]

1	Dr. Ralph W. Brauer, *chairman*	Wilmington	3-22-74	
2	Dr. David A. Adams	Wilmington	3-22-74	6-17-77
12	Dr. Alphonse F. Chestnut	Morehead City	3-22-74	6-17-75
			10-10-75	6-17-77
16	Thomas Edward Kane	New Bern	3-22-74	6-17-75
18	Victor G. Taylor	Wrightsville	3-22-74	6-17-79
14	Dr. B. J. Copeland	Raleigh	3-22-74	6-17-79
20	S. Thomas Rhodes	Wilmington	3-22-74	6-17-79
21	J. Kenneth Newsome	Morehead City	3-22-74	6-17-79
16	Thomas John Schoenbaum	Chapel Hill	1-29-75	6-17-75
1	Victor G. Taylor	Wrightsville	10-10-75	6-17-81
2	Dr. B. J. Copeland	Raleigh	10-10-75	6-17-81
3	S. Thomas Rhodes	Wilmington	10-10-75	6-17-81
4	Thomas S. Bennett, *chairman*	Morehead City	10-10-75	6-17-81
5	Bruce A. Lentz	Raleigh	10-10-75	6-17-81
6	Dr. David A. Adams	Wilmington	10-10-75	6-17-79
14	Thomas John Schoenbaum	Chapel Hill	10-10-75	6-17-77
15	Dr. Theodore R. Rice	Beaufort	10-10-75	6-17-77
16	Dr. Orrin M. Pilkey	Hillsborough	10-10-75	6-17-77
17	Dr. Leonard Jay Langfelder	Raleigh	10-10-75	6-17-77
18	James Paul Lewis	Davis	10-10-75	6-17-77
19	Benjamin D. Schwartz	Wilmington	10-10-75	6-17-77
22	G. Robert Campbell	Raleigh	10-10-75	

103 The State Youth Advisory Council consists of sixteen members, eight youths elected by the procedure adopted by the Youth Advisory Council and eight adults appointed by the governor. Initial members were to be the appointed members of the Youth Advisory Board who were serving at the time the law was amended in 1975. Provision was made for the first appointees under the new law to serve staggered terms; successor youths are to serve one-year terms, and successor adults are to serve four-year terms. The governor designates an adult member of the council to serve as chairman at his pleasure. S.L., 1975, c. 879, s. 27; G.S. 143B-386.

104 The Marine Science Council consists of twenty-five members appointed by the governor, with twenty-one from the public and private academic and scientific institutions in the state and from industries and professions concerned with exploration and use of the sea; one member representing the Department of Transportation in the area of ports and waterways; two representing the Department of Natural and Economic Resources in the area of coastal resources and environmental protection; and one representing the Department of Human Resources in the area of health services. Initial members were to be the appointed members of the North Carolina Marine Science Council who were serving at the time the law was amended in 1975; they were to serve for the duration of their original terms. Successors, except for those from state agencies, are appointed to six-year terms. The governor designates a member of the council to serve as chairman at his pleasure. S.L., 1975, c. 879, s. 32; G.S. 143B-390.

NORTH CAROLINA MARINE SCIENCE COUNCIL (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
23	W. Everett Knight	Raleigh	10-10-75	
24	Edward G. McCoy	Morehead City	10-10-75	
25	Dr. Jacob Koomen	Raleigh	10-10-75	
4	Dr. Charles Q. Brown	Greenville	7-27-76	6-17-81
6	Dr. Dirk Frankenberg	Chapel Hill	7-27-76	6-17-79

MARINE RESOURCES CENTER ADMINISTRATIVE BOARD[105]

1	Larry Melvin Cannon	Morehead City	12-17-75 1-22-76	6-13-81 6-13-81

NORTH CAROLINA HUMAN RELATIONS COUNCIL[106]

1	Carl L. Whitney, *chairman*	Winston-Salem	2-6-75	Pleasure of governor
2	Dr. George Fisher Newell	Winston-Salem	2-6-75	Pleasure of governor
3	William E. Hall	Mocksville	2-6-75	Pleasure of governor
4	Marshall Ray Hurley	Greensboro	2-6-75	Pleasure of governor
5	Carlton Edward Fellers	Raleigh	2-6-75	Pleasure of governor
6	George Blackwelder	Hickory	2-6-75	Pleasure of governor
7	Sheila Angstadt Wright	Taylorsville	2-6-75	Pleasure of governor
8	John W. Brown	Elkin	2-6-75	Pleasure of governor
9	Charles C. Bradley	Cherokee	2-6-75	Pleasure of governor
10	Hubert Jefferson	Charlotte	2-6-75	Pleasure of governor
11	Joe McLeod	Fayetteville	2-6-75	Pleasure of governor
12	Elizabeth C. Codington	Wilmington	2-6-75	Pleasure of governor
13	John S. Shallcross	Smithfield	2-6-75	Pleasure of governor
14	Vivian Whitaker Fuse	Fayetteville	2-6-75	Pleasure of governor
15	Garrett Sheldon Strickland	Mt. Olive	2-6-75	Pleasure of governor
16	Dr. Andrew A. Best	Greenville	2-6-75	Pleasure of governor

105 The Marine Resources Center Board, created in 1975, consists of sixteen members representing various institutions, agencies, and professions as outlined in the law; they are appointed by the governor from nominations submitted by the said institutions, agencies, and professions. Of the nominees, one who is actively engaged in work in a marine-based industry is nominated by the governor; the governor makes all the appointments, however. Six of these serve ex officio: the four members nominated by the North Carolina Marine Science Council from its membership, the secretary of natural and economic resources, and the secretary of administration. After initial staggered terms, members serve for six years. The chairman is designated by the governor from the membership to serve as chairman at his pleasure. S.L., 1975, c. 590; G.S. 143-347.11.

106 The Human Relations Council, as provided in the law rewritten in 1975, consists of twenty members appointed by the governor to serve at his pleasure. The governor designates a member to serve as chairman at his pleasure. S.L., 1975, c. 879, s. 35; G.S. 143B-392.

NORTH CAROLINA HUMAN RELATIONS COUNCIL (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
17	Thomas A. Merritt	Roanoke Rapids	2-6-75	Pleasure of governor
18	Helen Godfrey	Goldsboro	2-6-75	Pleasure of governor
19	Betty F. Poole	Kinston	2-6-75	Pleasure of governor
20	Dr. Otis M. Lowery	Spring Hope	2-6-75	Pleasure of governor
7	George Christopher Simkins, Jr.	Greensboro	12-15-75	Pleasure of governor
1	Claudean E. Edwards	Winston-Salem	8-13-76	Pleasure of governor
6	Alma Tilghman	Beaufort	8-13-76	Pleasure of governor

COUNCIL ON THE STATUS OF WOMEN[107]

5	Mrs. Jane H. McPherson, *chairman*	Durham	1-2-74	6-30-75
			8-15-75	6-30-77
6	Mrs. Pat Locke	Charlotte	1-2-74	6-30-75
			8-15-75	6-30-77
7	Edward L. Powell	Winston-Salem	1-18-74	6-30-75
1	Mrs. Nancy W. Chase	Eureka	8-28-74	6-30-76
2	Mrs. Caletha Mae Powell	Fayetteville	8-28-74	6-30-76
			7-21-76	6-30-78
3	Mrs. Aggie Goins Deese	Maxton	8-28-74	6-30-76
			9-17-76	6-30-78
4	Philip Ralph Milroy	Hendersonville	8-28-74	6-30-76
7	Julie Skye Edwards	Winston-Salem	8-15-75	6-30-77
1	Harry W. Clarke	Asheville	4-5-76	6-30-76
4	Edna D. Hodgson	Charlotte	4-5-76	6-30-76
			9-17-76	6-30-78
6	Alan George Atwell	Greensboro	4-5-76	6-30-77
1	John Thomas Barber	Wilkesboro	9-17-76	6-30-78
7	Katherine Weish Crockett	Matthews	9-17-76	6-30-77

NORTH CAROLINA MANPOWER COUNCIL[108]

1	Edward J. Dowd, Jr., *chairman*	Matthews	5-10-74	7-1-75
			8-7-75	6-30-77
4	Manfred W. Emmrich	Raleigh	5-10-74	7-1-75
			8-7-75	6-30-79
5	Joseph R. Balak, Jr.	Raleigh	5-10-74	7-1-75
6	Mrs. Rosa F. Allen	Henderson	5-10-74	7-1-75
7	Robert C. Clubb, Jr.	Kernersville	5-10-74	7-1-75
			8-7-75	6-30-77

107 The Council on the Status of Women consists of seven members appointed by the governor. The initial members were to be members of the Commission on the Education and Employment of Women who were serving at the time the law was amended in 1975; they were to serve for the duration of their original terms. Successors are appointed to two-year terms. The governor designates a chairman from the membership of the council to serve at his pleasure. S.L., 1975, c. 879, s. 38; G.S. 143B-394.

108 The North Carolina Manpower Council, as reorganized in 1975, consists of fifteen members appointed by the governor for terms of four years. Provision was made for initial staggered terms. The governor designates a member of the council to serve as chairman at his pleasure. Details with regard to composition of the council are specified in the law. S.L., 1975, c. 879, s. 41; G.S. 143B-396.

NORTH CAROLINA MANPOWER COUNCIL (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
9	Harry Clarke	Asheville	5-10-74	7-1-75
			8-7-75	6-30-77
10	John R. Bethel	Belmont	5-10-74	7-1-75
11	Mrs. Carolyn S. Gardner	Forest City	5-10-74	7-1-75
			8-7-75	6-30-79
12	Robert H. Lineberger	Lincolnton	5-10-74	7-1-75
			8-7-75	6-30-79
13	Malcolm W. Butner, Sr.	Salisbury	5-10-74	7-1-75
14	Henry Clifton Hayes	Warrenton	5-10-74	7-1-75
15	William W. Ivey	Asheboro	5-10-74	7-1-75
8	Bruce A. Lentz	Raleigh	7-11-74	7-1-75
			8-7-75	6-30-79
2	C. Norris Holloway, Sr.	Salisbury	10-4-74	7-1-75
			8-7-75	6-30-79
6	Nanetta Smith	Raleigh	5-27-75	7-1-75
			8-7-75	6-30-77
10	James W. C. Daniel	Raleigh	8-7-75	6-30-79
5	J. Craig Souza	Raleigh	8-7-75	6-30-79

STANDARDIZATION COMMITTEE[109]

2	Henry C. Clegg, Jr.	Raleigh	7-24-74	Pleasure of governor
3	John A. (Gus) Campbell	Charlotte	7-24-74	Pleasure of governor
4	A. L. Henderson	Cary	7-24-74	Pleasure of governor
5	Claude A. Hooks, Jr.	Raleigh	7-24-74	Pleasure of governor
6	Laurence A. Cobb	Charlotte	7-24-74	Pleasure of governor
7	George Rountree III	Wilmington	7-24-74	Pleasure of governor

CAPITAL BUILDING AUTHORITY[110]

3	Donald Edwin Bland	Morganton	2-1-74	6-30-75
			7-12-76	6-30-77
4	Winfield Scott Harvey	Raleigh	2-1-74	6-30-75
4	Donald R. Beason	Cary	7-12-76	6-30-77

109 The Standardization Committee consists of seven members: the secretary of administration, who is chairman; an engineer from the Department of Transportation to be appointed upon recommendation of the secretary of transportation; a representative of state or local education agencies; a representative of the state departments; a representative of the state charitable and correctional institutions; and two members of the Advisory Budget Commission designated by the governor. Members are appointed by the governor to serve at his pleasure. S.L., 1975, c. 879, s. 44; G.S. 143B-398.

110 The Capital Building Authority consists of eight members, two of whom are appointed by the governor, one by the lieutenant governor from the membership of the Senate, one by the speaker from the membership of the House, and four ex officio members: the governor, the attorney general, the state treasurer, and the secretary of administration, who is chairman. S.L., 1975, c. 879, s. 46; G.S. 129-40.

NORTH CAROLINA ADVISORY COMMITTEE ON LAND POLICY[111]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	J. Bruton Pate	Lucama	5-1-75	Pleasure of governor
2	Robert L. Hill, Jr.	Oakboro	5-1-75	Pleasure of governor
3	William P. Boyd	Waynesville	5-1-75	Pleasure of governor
4	C. Hester Vernon III	Dunn	5-1-75	Pleasure of governor
5	Jack M. Hennessee	Sylva	5-1-75	Pleasure of governor
6	Serena Chesnut MacRae, *vice-chairman*	Banner Elk	5-1-75	Pleasure of governor
7	Clyde Thomas Wood	Fayetteville	5-1-75	Pleasure of governor
8	G. Donald Ebert	Kernersville	5-1-75	Pleasure of governor
9	William J. Scott	Laurinburg	5-1-75	Pleasure of governor
10	Arthur E. Flynn	Greensboro	5-1-75	Pleasure of governor
11	David H. Howells, *chairman*	Raleigh	5-1-75	Pleasure of governor
12	Jane Sharp	Chapel Hill	5-1-75	Pleasure of governor
3	Cecil Edward Arthur	Arden	11-26-75	Pleasure of governor
11	Jonathan Broome Howes	Chapel Hill	1-7-76	Pleasure of governor

SMALL BUSINESS STUDY COMMISSION[112]

1	George Wheeler Marschall, *chairman*	Charlotte	4-5-76	2-1-77
2	Mrs. Annette D. Long	Wilmington	4-5-76	2-1-77
3	William Turner Skidmore	Winston-Salem	4-5-76	2-1-77
4	W. P. Davis	Southern Pines	4-5-76	2-1-77
5	James Oliver Hartman	West Jefferson	4-5-76	2-1-77

DEPARTMENT OF TRANSPORTATION[113]

	Bruce A. Lentz, *secretary*[114]	Hickory	1-5-73	Pleasure of governor

111 The Advisory Committee on Land Policy, established in 1973, consists of twenty-four members. Of these, six are selected by the governor from a list of elected officials recommended by the North Carolina Association of County Commissioners and six are selected by the governor from a list of elected officials recommended by the North Carolina League of Municipalities. After initial staggered terms, these twelve are appointed to four-year terms. The remaining twelve members are appointed by the governor to serve at his pleasure; they are to represent various interests as specified in the law. The governor designates one of the members to serve as chairman and one to serve as vice-chairman. S.L., 1973, c. 1306; G.S. 113A-154.

112 The Small Business Study Commission consists of representatives of small business enterprises, five of whom are named by the governor and two each by the president of the Senate and the speaker of the House. The governor designates the chairman. The commission was created in 1975 and was to remain in force until February 1, 1977. It was to function within the Department of Administration. S.L., 1975, res. 101.

113 See S.L., 1975, c. 716; G.S. 143B-345 through G.S. 143B-360 for provisions relating to the Department of Transportation. The secretary of transportation is head of the department. S.L., 1975, c. 716, s. 1; G.S. 143B-348.

114 Succeeded Fred M. Mills, Jr.

DEPARTMENT OF TRANSPORTATION (continued)

Position No.	Name of Appointee	Address	Date Appointed	Date of Expiration
	Troy A. Doby, *secretary*[115]	Raleigh	7-1-74	Pleasure of governor
	Jacob F. Alexander, *secretary*[116]	Salisbury	4-25-75	Pleasure of governor
	G. Perry Greene, *secretary*[117]	Boone	4-20-76	Pleasure of governor
	BOARD OF TRANSPORTATION[118]			
	Jacob F. Alexander	Salisbury	7-23-73	1-15-77
2	H. Perrin Anderson	Charlotte	7-23-73	1-15-77
6	Dr. Wayne Montgomery	Asheville	7-23-73	1-15-77
9	Robert G. Vaughn	High Point	7-23-73	1-15-77
3	Jack D. Brinson	Arapahoe	4-12-74	1-15-77
5	Marion Rex Harris	Fayetteville	8-2-74	1-15-77
7	G. Perry Greene, Sr.	Boone	8-2-74	1-15-77
8	James A. Callahan	Rutherfordton	8-2-74	1-15-77
1	Edward L. Powell	Winston-Salem	2-2-75	1-15-77
4	Barbara Stockton Perry	Kinston	2-7-75	1-15-77
1	Joseph R. Kaylor	Marion	5-7-76	1-15-77
6	Harvey A. Carpenter, Jr.	Thomasville	5-28-76	6-30-77
7	Charles H. Taylor	Brevard	8-6-76	1-15-77
	SECONDARY ROADS COUNCIL[119]			
2	Keith Almond	Albemarle	8-28-73	Pleasure of governor
3	Claude E. Billings	Wilkesboro	8-28-73	Pleasure of governor
4	Cecil Budd, *chairman*	Siler City	8-28-73	Pleasure of governor
5	F. D. Hornaday, Jr.	Snow Camp	8-28-73	Pleasure of governor
7	Brown Loflin	Denton	8-28-73	Pleasure of governor
8	Bobby Matthews	Morehead City	8-28-73	Pleasure of governor
10	Wilber E. Rabon	Leland	8-28-73	Pleasure of governor
11	Kenneth Hudson Roberson	Robersonville	8-28-73	Pleasure of governor
12	Walter Proctor Scarboro	Zebulon	8-28-73	Pleasure of governor

115 Succeeded Bruce A. Lentz, who resigned to assume post of secretary of administration.

116 Succeeded Troy A. Doby, who resigned to return to private business.

117 Succeeded Jacob F. Alexander, who resigned to run for governor in the Republican primary.

118 The Board of Transportation consists of thirteen members, nine of whom are appointed by the governor; three of whom are from the General Assembly, with one appointed by the lieutenant governor, one by the speaker of the House, and one appointed by the joint caucus leader of the minority party; plus the secretary of transportation who serves as an ex officio member and as chairman. Following initial staggered terms, the governor's appointees serve four-year terms and the legislators appointed to the board serve two-year terms. S.L., 1975, c. 716, s. 1; G.S. 143B-351.

119 The Secondary Roads Council consists of fourteen members appointed by the governor to serve at his pleasure. No two members may reside in any one of the fourteen engineering divisions as established by law. The governor designates a chairman to serve at his pleasure. S.L., 1975, c. 716, s. 1; G.S. 143B-352.

SECONDARY ROADS COUNCIL (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
13	Ted Smith	Swannanoa	8-28-73	Pleasure of governor
14	Samuel S. Stephenson	Angier	8-28-73	Pleasure of governor
9	Charles H. Taylor	Brevard	2-20-74	Pleasure of governor
1	Paul Franklin Bynum	Lincolnton	4-10-74	Pleasure of governor
9	James Paxton Myers, Sr.	Bryson City	8-6-76	Pleasure of governor

NORTH CAROLINA STATE PORTS AUTHORITY[120]

6	Calvin Coolidge Murrow	High Point	10-9-73	6-30-79
7	James E. Rhoades, Jr.	Jacksonville	10-9-73	6-30-79
8	Richard L. Spain, Jr.	Siler City	10-9-73	6-30-79
5	Edgar Marvin Johnson, Sr.	Rose Hill	9-20-74	6-30-75
4	Edgar Marvin Johnson, Sr.	Rose Hill	7-25-75	6-30-81
5	Calvin Coolidge Murrow, *vice-chairman*	High Point	7-25-75	6-30-79
7	Richard L. Spain, Jr.	Siler City	7-25-75	6-30-79
6	James E. Rhoades, Jr.	Raleigh	7-25-75	6-30-79
3	H. Max Craig, Jr.	Stanley	5-26-76	6-30-77

BOARD OF COMMISSIONERS OF NAVIGATION AND PILOTAGE FOR THE CAPE FEAR RIVER[121]

1	Mrs. Kenneth E. Smith	Southport	4-13-73	4-15-77
2	William Anthony Summerlin	Wilmington	4-13-73	4-15-77
3	W. Merle Teachey, *chairman*	Wilmington	4-13-73	4-15-77
4	Jimmy E. Clemmons	Wilmington	4-13-73	4-15-77
5	James P. Wilson	Wilmington	4-13-73	4-15-77

AERONAUTICS COUNCIL[122]

2	James Edgar White	Wilson	1-14-74	6-30-75
3	John C. Jensen	Goldsboro	1-14-74	6-30-77
4	Charles Bucky Oliver, *chairman*	Raleigh	1-14-74	6-30-77
7	Dr. Bennie Morgan	Wilmington	1-14-74	6-30-77
8	John Wesley Frazier, Jr.	Salisbury	1-14-74	6-30-77
11	Cass Ballenger	Hickory	1-14-74	6-30-77
9	William F. Medearis, Jr.	Charlotte	2-4-74	6-30-75
			9-26-75	6-30-79
1	Roberts H. Jernigan, Jr.	Ahoskie	9-26-75	6-30-79

120 The North Carolina State Ports Authority consists of nine members, seven of whom are appointed by the governor, one of whom is appointed by the lieutenant governor, and one of whom is appointed by the speaker of the House. Members serving on the State Ports Authority at the time the law was amended were to continue to serve for the duration of their original terms. Subsequent appointments by the governor are for six years; those from the legislature are for two years. The secretary of transportation serves as an ex officio, nonvoting member. The board elects its chairman. S.L., 1975, c. 716, ss. 1, 2; G.S. 143B-353, G.S. 143-216.

121 The Board of Commissioners of Navigation and Pilotage for the Cape Fear River consists of five members appointed by the governor, at least four of whom are residents of New Hanover County and none of whom is a licensed pilot. They serve four-year terms. S.L., 1975, c. 716, s. 1; S.L., 1975, c. 23, s. 2; G. S. 143B-354; G.S. 76-1.

122 The Aeronautics Council consists of eleven members appointed by the governor, who is to appoint one from each congressional district and at least four of whom must possess knowledge of aviation and airport development. Five of the initial members were to be those serving on the Governor's Aviation Committee, at the time the law was amended, whose terms were to expire June 30, 1977. Following staggered terms, members are appointed for four years. The governor designates a member of the council to serve as chairman at his pleasure. S.L., 1975, c. 716, s. 1; G.S. 143B-357.

AERONAUTICS COUNCIL (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
2	Charles Bucky Oliver	Chapel Hill	9-26-75	6-30-79
4	R. T. A. Pifer	Durham	9-28-75	6-30-77
5	Patricia W. Barber	Winston-Salem	9-26-75	6-30-79
6	Stanley Frank	Greensboro	9-26-75	6-30-79
10	Melvin Lee Little	Conover	9-26-75	6-30-77
11	Thomas Eldridge Painter	Sylva	9-26-75	6-30-79

NORTH CAROLINA RAILROAD BOARD OF DIRECTORS[123]

1	George T. Clark, *president*	Raleigh	7-12-74	7-12-75
			7-9-76	7-14-77
2	Edna Faye Cobb (Mrs. Laurence A.)	Charlotte	7-12-74	7-12-76
			7-9-76	7-14-77
3	Joe Biesecker	Lexington	7-12-74	7-12-76
			7-9-76	7-14-77
4	William P. Garrabrant	Raleigh	7-12-74	7-12-76
			7-9-76	7-14-77
5	Robert Northington, Jr.	Winston-Salem	7-12-74	7-12-76
			7-9-76	7-14-77
6	John Parker	Clinton	7-12-74	7-12-76
			7-9-76	7-14-77
7	John K. Patterson	Burlington	7-12-74	7-12-76
			7-9-76	7-14-77
8	Martin Pannell	Newton	7-12-74	7-12-76
9	Mrs. Jane Doby, *secretary-treasurer*	Raleigh	7-12-74	7-12-76
			7-9-76	7-14-77
10	Robert L. Gavin	Sanford	7-12-74	7-12-76
11	William E. Godfrey	Goldsboro	7-12-74	7-12-76
			7-9-76	7-14-77
10	William T. Graham	Winston-Salem	12-20-74	7-12-76
8	Charles R. Jonas, Jr.	Charlotte	7-10-75	7-12-76
			7-9-76	7-14-77
10	Donald R. Billings, *attorney*	Winston-Salem	10-21-75	7-12-76
			7-9-76	7-14-77

ATLANTIC AND NORTH CAROLINA RAILROAD BOARD OF DIRECTORS[124]

1	Thomas S. Bennett, *president*	Morehead City	7-00-74	8-00-75
			8-00-76	8-00-77
2	Donald D. Pollock	Kinston	7-00-74	8-00-75
			8-00-76	8-00-77
3	P. C. Barwick	Kinston	7-00-74	8-00-75
			8-00-76	8-00-77
4	William E. Godfrey	Goldsboro	7-00-74	8-00-75
			8-00-76	8-00-77

123 The governor appoints eight directors of the North Carolina Railroad each year to serve one-year terms. G.S. 147-12(7). The governor is also required by G.S. 124-6 to appoint officers and agents to represent stock and the other interests of the state. The 1975 legislature provided for a study by the Department of Transportation of the status of the railroad, the state's interest therein, and related matters. The report was to be furnished to the 1977 General Assembly's transportation committees. S.L., 1975, c. 716, s. 1; G.S. 143B-358.

124 The governor appoints eight directors of the Atlantic and North Carolina Railroad each year to serve one-year terms. The governor is required by G.S. 124-6 to appoint officers and agents to represent stock and other interests of the state. The 1975 legislature provided for a study by the Department of Transportation of the status of the railroad, the state's interest therein, and related matters. The report was to be furnished to the transportation committees of the 1977 General Assembly. S.L., 1975, c. 716, s. 1; G.S. 143B-358.

ATLANTIC AND NORTH CAROLINA RAILROAD BOARD OF DIRECTORS (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
5	M. Laney Funderburk, Jr.	Raleigh	7-00-74	8-00-75
			8-00-76	8-00-77
6	Dixie Green	Greenville	7-00-74	8-00-75
			8-00-76	8-00-77
7	Carmi E. Winters	New Bern	7-00-74	8-00-75
			8-00-76	8-00-77
8	Mrs. Alma Tilghman	Beaufort	7-00-74	8-00-75
			8-00-76	8-00-77
9	Arnold Tingen	Snow Hill	7-00-74	8-00-75
			8-00-76	8-00-77
10	Eddie L. Stallings	Snow Hill	7-00-74	8-00-75
			8-00-76	8-00-77
11	Mrs. Coleen Daniels, *director*	Goldsboro	7-00-74	8-00-75
			8-00-76	8-00-77
12	Jatha D. Smith, *director*	Vanceboro	7-00-74	8-00-75
			8-00-76	8-00-77

DEPARTMENT OF NATURAL AND ECONOMIC RESOURCES[125]

	James E. Harrington, *secretary*[126]	Banner Elk	1-5-73	Pleasure of governor
	George W. Little, *secretary*[127]	Southern Pines	3-1-76	Pleasure of governor

BOARD OF NATURAL AND ECONOMIC RESOURCES[128]

1	James C. Gardner	Rocky Mount	1-10-75	Pleasure of governor
2	Ronald Barbee	Greensboro	1-10-75	Pleasure of governor
3	Charles M. Shelton	King	1-10-75	Pleasure of governor
4	Charles S. Coira, Jr.	Charlotte	1-10-75	Pleasure of governor
5	Henry A. Mitchell, Jr.	Raleigh	1-10-75	Pleasure of governor
6	Mrs. Anne K. Hickman	Winston-Salem	1-10-75	Pleasure of governor
7	Edwin A. Morris	Greensboro	1-10-75	Pleasure of governor
8	Dewey W. Wells	Elizabeth City	1-10-75	Pleasure of governor
9	John F. Watlington, Jr.	Winston-Salem	1-10-75	Pleasure of governor

125 See S. L., 1973, c. 1262; G.S. 143B-275 through G.S. 143B-339 for provisions relating to the Department of Natural and Economic Resources. The head of the department is the secretary of natural and economic resources. S.L., 1973, c. 1262, s. 14; G.S. 143B-278.

126 Succeeded Charles W. Bradshaw, Jr.

127 Succeeded James E. Harrington, who resigned effectively February 29, 1976.

128 The Board of Natural and Economic Resources consists of twenty-five members: the chairman and one elected member from the Wildlife Resources, Environmental Management, and Marine Fisheries commissions; the chairman and one elected member from the Earth Resources, Community and Economic Development, Forestry, and Parks and Recreation councils; ten members appointed by the governor to serve at his pleasure, and the secretary of natural and economic resources, who is a member and chairman ex officio. S.L., 1973, c. 1262, s. 16; G.S. 143B-280.

BOARD OF NATURAL AND ECONOMIC RESOURCES (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
10	Charles Frank Benbow	Winston-Salem	1-10-75	Pleasure of governor
8	William H. Dougherty, Jr.	Charlotte	8-22-75	Pleasure of governor
2	Robert L. Strickland	North Wilkesboro	10-6-75	Pleasure of governor
7	Lewis H. Jenkins	North Wilkesboro	7-23-76	Pleasure of governor

NORTH CAROLINA WILDLIFE RESOURCES COMMISSION[129]

3	V. E. Wilson	Rocky Mount	10-29-73	6-30-79
6	Roy A. Huneycutt	Locust	10-29-73	6-30-79
9	Wallace Case, *chairman*	Hendersonville	10-29-73	6-30-79
1	Dewey W. Wells	Elizabeth City	7-1-75	6-30-81
4	Henry Eliott Moore, Jr.	Clinton	7-1-75	6-30-81
7	William Calvin Boyd	Winston-Salem	7-1-75	6-30-81
5	William W. Ivey	Asheboro	1-26-76	6-30-77

ENVIRONMENTAL MANAGEMENT COMMISSION[130]

12	Dr. Louis J. Marchetti	Southern Pines	7-19-73	7-1-77
9	John W. Thomas, Jr., *chairman*	High Point	11-15-73	7-1-79
10	Edwin C. Baker	Raleigh	11-15-73	7-1-79
			8-22-74	7-1-79
13	William Edgar Stafford	Garland	6-27-74	7-1-79
1	Dr. Louis J. Marchetti	Southern Pines	8-22-74	7-1-77
3	William Edgar Stafford	Garland	8-22-74	7-1-79
4	P. Greer Johnson	Asheville	8-22-74	7-1-79
11	P. Greer Johnson	Asheville	1-16-75	7-1-79
6	Lewis Hill Jenkins	North Wilkesboro	7-17-75	7-1-81
7	Robert Wells Hester	New Holland	7-17-75	7-1-81
8	Erskine L. Harkey, Jr.	Charlotte	7-17-75	7-1-81
12	Jerome Dale Shiffert	Winston-Salem	7-17-75	7-1-81
11	James E. Harrington, Jr.	Raleigh	12-16-76	7-1-81
9	Jerry Dale Lewis	Shallotte	1-6-77	7-1-79

MARINE FISHERIES COMMISSION[131]

1	John R. Poole, *chairman*	Kinston	7-1-74	6-30-76
			7-23-76	6-30-82

129 The Wildlife Resources Commission, which exercises statutory powers independently of the secretary of natural and economic resources but is subject to the direction of the secretary only with respect to management functions of coordinating and reporting, consists of nine members, who must be informed on wildlife conservation and restoration problems, and who are appointed by the governor from geographical districts as designated in the law. Terms are for six years. S.L., 1973, c. 1262, s. 17; G.S. 143B-240, 241, 281.

130 The Environmental Management Commission consists of thirteen members appointed by the governor, the members to be appointed from specified backgrounds. The initial members were to be members of the Board of Water and Air Resources who met standards for membership on the new commission; they were to serve for the duration of their original terms. Subsequent appointments are for six years. The chairman is designated by the governor from among the members to serve at his pleasure. S.L., 1973, c. 1262, ss. 20, 21; G.S. 143B-283, 284.

131 The Marine Fisheries Commission consists of seven members appointed by the governor, the members to represent interests as specified in the law. Following initial staggered terms, members are appointed to six-year terms. The governor designates the chairman from the membership of the commission to serve at his pleasure. S.L., 1973, c. 1262, ss. 25, 26; G.S. 143B-287, 288.

MARINE FISHERIES COMMISSION (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
2	Garvin Hardison	Arapahoe	7-1-74	6-30-76
			7-23-76	6-30-82
3	William E. Smith	Atlantic	7-1-74	6-30-80
4	Dr. John D. Costlow	Beaufort	7-1-74	6-30-78
5	Joseph J. Smith, Sr.	Hampstead	7-1-74	6-30-78
6	Dr. John C. Graham, Jr.	Elizabeth City	7-1-74	6-30-80
7	Dale Speicher	Supply	7-1-74	6-30-80

ATLANTIC STATES MARINE FISHERIES COMMISSION[132]

1	Norman Bryan Angel	New Bern	4-15-76	6-30-78

NORTH CAROLINA MINING COMMISSION[133]

2	Robert Bowen McKinney, Sr.	Denton	2-26-74	6-30-75
3	John W. Graham	Raleigh	2-26-74	6-30-79
4	Bruce V. Silvis	Spruce Pine	2-26-74	6-30-79
5	Dr. W. W. Woodhouse	Raleigh	2-26-74	6-30-75
			9-15-75	6-30-81
6	Dr. David Stewart	Chapel Hill	2-26-74	6-30-77
2	T. W. Tysinger	Chapel Hill	9-15-75	6-30-81
7	Dr. Donald L. Gibbon	Greensboro	9-15-75	6-30-81
8	P. Greer Johnson	Asheville	9-15-75	7-1-79
9	Robert Wells Hester	New Holland	9-15-75	7-1-81

SOIL AND WATER CONSERVATION COMMISSION[134]

1	Carl Eugene Sloop, Jr., *chairman*	China Grove	3-12-75	12-31-77

NORTH CAROLINA SEDIMENTATION CONTROL COMMISSION[135]

4	Carlton W. Blades	Charlotte	7-30-73	6-30-75
			7-28-75	6-30-79
9	Dr. Joseph A. Phillips, *chairman*	Raleigh	7-30-73	6-30-77
10	C. Thomas Ross	Winston-Salem	7-30-73	6-30-77
11	Mrs. Lark Newsom	Star	7-30-73	6-30-77

132 Functioning as part of the Atlantic States Marine Fisheries Compact, the commission consists of three members: the secretary of natural and economic resources, a legislator and member of the Commission on Interstate Cooperation of the State of North Carolina, both ex officio; and a third person, who is interested in marine fisheries problems, appointed by the governor to a three-year term. G.S. 143-254.

133 The North Carolina Mining Commission consists of nine members appointed by the governor, with representatives from specified interests. Initial members were to be those of the North Carolina Mining Council who met the requirements for membership on the new commission in conformity with the amended law; they were to serve for the duration of their original terms. The remaining initial members were to serve staggered terms; subsequent appointments are to six-year terms. The governor designates the chairman from the membership to serve at his pleasure. S.L., 1973, c. 1262, ss. 30, 31; G.S. 143B-291, 292.

134 The Soil and Water Conservation Commission consists of seven members, including three officers of the North Carolina Association of Soil and Water Conservation Districts, three supervisors nominated by the association, and a member at large appointed by the governor. Initial members were to be members of the Soil Conservation Committee who were to serve for the duration of their original terms. Subsequent appointments, except for the ex officio members, are for three years. The governor designates the chairman to serve at his pleasure. S.L., 1973, c. 1262, ss. 35, 36; G.S. 143B-295, 296.

135 The North Carolina Sedimentation Control Commission consists of the secretary of natural and economic resources, chairman, or his designee, plus ten other members representing specified interests or serving in specified capacities who are appointed by the governor. Following initial staggered terms, members serve for four years. S.L., 1973, c. 1262, s. 40; G.S. 143B-299.

EARTH RESOURCES COUNCIL[136]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Richard Pugh, *chairman*		12-18-74	6-30-76
			7-23-76	6-30-80
2	William Maner Ives	Brevard	12-18-74	6-30-76
3	Moses Farmer	Raleigh	12-18-74	6-30-76
			7-23-76	6-30-80
4	Paul Ariail Lancaster	Kings Mountain	12-18-74	6-30-78
5	Dr. Roy L. Ingram	Chapel Hill	12-18-74	6-30-78
6	Dr. George Douglas Carroll	Greensboro	12-18-74	6-30-76
			7-23-76	6-30-80
7	Harold C. Shirley	Monroe	12-18-74	6-30-76
8	Robert L. Thomas	Gibsonville	12-18-74	6-30-78
9	Lewis H. Jenkins	North Wilkesboro	12-18-74	6-30-76
10	Donald W. Bingham	Advance	12-18-74	6-30-76
			7-23-76	6-30-80
2	Jack H. Faw	Hickory	7-23-76	6-30-80
9	Marion Reed Sharp	Kitty Hawk	7-23-76	6-30-80

COMMUNITY AND ECONOMIC DEVELOPMENT COUNCIL[137]

1	Robert G. Shaw, *chairman*	Greensboro	7-1-74	6-30-78
2	William A. V. Cecil	Asheville	7-1-74	6-30-78
3	Roy L. Inscore	Wilson	7-1-74	6-30-78
4	Barbara H. Deverick	Lenoir	7-1-74	6-30-78
5	Bruce Donald Blevins	Greensboro	7-1-74	6-30-78
6	Thomas Avery Nye, Jr.	Fairmont	7-1-74	6-30-78
7	Hugh L. McColl, Jr.	Charlotte	7-1-74	6-30-78
8	Edward F. Shay, Jr.	North Wilkesboro	7-1-74	6-30-78
6	George Thomas Ashford	Red Springs	10-3-75	6-30-78
7	James N. Glenn	Charlotte	10-3-75	6-30-78

FORESTRY ADVISORY COUNCIL[138]

1	John Bemis Veach, *chairman*	Asheville	12-18-74	6-30-76
			7-23-76	6-30-80
2	Keith Lamb	New Bern	12-18-74	6-30-78
3	Richard B. Johnston, Sr.	North Wilkesboro	12-18-74	6-30-76
			7-23-76	6-30-80
4	George Henry Winslow, Jr.	Elizabeth City	12-18-74	6-30-78
5	Dr. Ralph Clement Bryant	Raleigh	12-18-74	6-30-78
6	Herman M. Hermelink	Charlotte	12-18-74	6-30-78
7	Robert E. Shull	Hendersonville	12-18-74	6-30-78
8	John Weatherly	Newton	12-18-74	6-30-76
9	William K. Whitmire, Jr.	Wilmington	12-18-74	6-30-76
10	O. B. Hall	Burgaw	12-18-74	6-30-76
			7-23-76	6-30-80

136 The Earth Resources Council consists of ten members, representing specified interests, appointed by the governor. The governor designates one member of the council to serve as chairman at his pleasure. Following initial staggered terms, members are appointed for four years. S.L., 1973, c. 1262, s. 46; G.S. 143B-303.

137 The Community and Economic Development Council consists of eleven members appointed by the governor; eight of these represent specified interests or hold specified positions, while three are members at large representing the three geographical sections of the state. The governor designates one member to serve as chairman at his pleasure. The initial members, other than those serving ex officio, are appointed for four years. S.L., 1973, c. 1262, s. 49; G.S. 143B-306.

138 The Forestry Advisory Council consists of eleven members appointed by the governor; nine members represent specified interests and two represent the public. The governor designates one member to serve as chairman at his pleasure. Following initial staggered terms, members are appointed for four years. S.L., 1973, c. 1262, s. 53; G.S. 143B-309.

FORESTRY ADVISORY COUNCIL (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
11	William Ripley Rand		12-18-74	6-30-78
9	Louis W. Armstrong	Wilmington	2-26-76	6-30-76
			7-23-76	6-30-80
8	R. R. (Bob) Richardson	Bolton	12-28-76	6-30-80

PARKS AND RECREATION COUNCIL[139]

1	Claude A. Gibson	Mars Hill	7-1-74	6-30-78
2	Dr. Kent Robinson	Boone	7-1-74	6-30-78
3	John J. Hawkins	Warrenton	7-1-74	6-30-78
4	Mrs. Peggy Bell	Pinehurst	7-1-74	6-30-78
5	John D. Mackie	Oxford	7-1-74	6-30-78
6	Jane Willis (Mrs. Thomas L.)	Raleigh	7-1-74	6-30-78
7	Lawrence M. Ausbon, *chairman*	Southern Pines	7-1-74	6-30-78
8	Rev. Charles S. Hubbard	Durham	7-1-74	6-30-78
9	D. Kermit Cloniger	Thomasville	7-1-74	6-30-78
10	Walter W. Twitty	Charlotte	7-1-74	6-30-78
11	Donald Perry Kanak, Jr.	Elkin	7-1-74	6-30-78
12	James D. Little	Wilson	7-1-74	
13	Kenneth Rex Byrd	Wilmington	1-29-76	
7	L. Gene Anderson	Raleigh	1-5-77	6-30-78

NORTH CAROLINA WATER SAFETY COUNCIL[140]

1	Dr. L. Polk Williams, Jr.	Elizabeth City	7-14-75	6-30-76
2	Donald Lee Soefker, *chairman*	Winston-Salem	7-14-75	6-30-76
3	Carroll Lewis Comer	Robbins	7-14-75	6-30-76
4	David McKenzie Barringer	Durham	7-14-75	6-30-76
5	Gordon L. (Pat) Sholar	Wilmington	7-14-75	6-30-76
6	Perry Davis, Sr.	Etowah	7-14-75	6-30-76
7	Charles H. Kimbrell	New Bern	7-14-75	6-30-76
8	Walter Wallace Bridges, Sr.	Sanford	7-14-75	6-30-76
9	John Paul Simpson	Morehead City	7-14-75	6-30-78
10	Franklin P. Pollock	Roxboro	7-14-75	6-30-78
11	Raiford G. Trask, Jr.	Wrightsville	7-14-75	6-30-78
12	James Irvin Piner	Beaufort	7-14-75	6-30-78
13	James L. Cole	Charlotte	7-14-75	6-30-78
14	John Gordon Scott III	Bostic	7-14-75	6-30-78
15	John C. Ellsworth	Fayetteville	7-14-75	6-30-78

139 The Parks and Recreation Council consists of thirteen members appointed by the governor, with four from each of the three geographical sections of the state. Persons representing specified interests and filling specified positions must be appointed to six of the positions, and six persons with knowledge and interest in parks and recreation management are to fill six. The president of the North Carolina Recreation and Parks Society serves ex officio as the thirteenth member. The governor designates one member to serve as chairman at his pleasure. Members serve four-year terms. S.L., 1973, c. 1262, s. 56; G.S. 143B-312.

140 The North Carolina Water Safety Council consists of fifteen members appointed by the governor. Members "must represent the various viewpoints and interests respecting water safety that exist within the State." The governor designates one member to serve as chairman at his pleasure. Following initial staggered terms, appointments are for four years. S.L., 1973, c. 1262, s. 59; G.S. 143B-315.

AIR QUALITY COUNCIL[141]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Guy H. Cheek		6-6-75	6-30-78
2	Selbert McRae (Mack) Wood	Mount Airy	6-6-75	6-30-80
3	W. Earl Land	Hudson	6-6-75	6-30-78
4	Dr. David A. Fraser	Chapel Hill	6-6-75	6-30-76
			7-14-76	6-30-82
5	Adrian Russell Allan, Jr., *chairman*	Washington	6-6-75	6-30-80
6	Richard Gary Fore	New Bern	6-6-75	6-30-80
7	James M. White	Union Grove	6-6-75	6-30-76
			7-14-76	6-30-82
8	Dr. Lawrence B. Haynes	Raleigh	6-6-75	6-30-78
9	George E. Burdick	Robersonville	6-6-75	6-30-76
9	Dr. Vincent Bellis, Jr.	Greenville	12-28-76	6-30-82

WATER QUALITY COUNCIL[142]

1	Archie Rudolph Miller	Haw River	5-8-75	6-30-76
2	Floyd Burge, Jr.	Winston-Salem	5-8-75	6-30-80
3	Mrs. Peggy Marley	Wilkesboro	5-8-75	6-30-80
4	Daniel A. Okun	Chapel Hill	5-8-75	6-30-76
5	Warren H. Fischer	Fayetteville	5-8-75[a]	6-30-80
6	Dr. Gary E. O'Conner, *chairman*	Cary	5-8-75	6-30-80
7	A. D. Harrell	Bakersville	5-8-75	6-30-76
8	Dr. Leonard J. Goldwater	Durham	5-8-75	6-30-78
9	Dr. Bernard E. Kane, Jr.	Greenville	5-8-75	6-30-78

NORTH CAROLINA NATIONAL PARK, PARKWAY AND FORESTS DEVELOPMENT COUNCIL[143]

1	Robert E. Shull	Hendersonville	2-28-74	7-1-79
2	Kenneth Wilcox	Boone	2-28-74	7-1-79
3	James P. Myers, Sr.	Bryson City	8-5-74	7-1-77
7	William Alonzo Hoover, Jr.	Murphy	7-18-75	7-1-79
6	James Edward Searcy	Sylva	7-18-75	7-1-79
2	Thomas E. Brewer	Marion	7-23-76	7-1-79
6	Charles C. Bradley	Cherokee	7-23-76	7-1-79
7	Charles B. Voncanon, Sr.	Banner Elk	7-23-76	7-1-79

COMMERCIAL AND SPORTS FISHERIES COMMITTEE[144]

1	Kenyon B. Zahner, Jr., *chairman*	Hickory	1-27-75	6-30-75
			9-21-76	6-30-80
2	William Neal Reynolds II	Winston-Salem	1-27-75	6-30-75
3	Ray William (Red) Nabors	Fayetteville	1-27-75	6-30-78

141 The Air Quality Council consists of nine members appointed by the governor. Representatives of specified interests must be appointed. The governor designates one member as chairman to serve at his pleasure. Following initial staggered terms, appointments are for six years. S.L., 1973, c. 1262, s. 62; G.S. 143B-318.

142 The Water Quality Council consists of nine members appointed by the governor. Representatives of specified interests must be appointed. The governor designates one member to serve as chairman at his pleasure. Following initial staggered terms, members are appointed for six years. S.L., 1973, c. 1262, s. 65; G.S. 143B-321.

143 The North Carolina National Park, Parkway and Forests Development Council consists of seven members appointed by the governor. Representatives of specified interests must be appointed. The initial members were to be the appointed members of the National Park, Parkway and Forests Development Commission serving at the time the law was amended. They were to serve for the duration of their original terms. Successive appointments are for four years. Officers serving when the law was amended were to complete their terms, after which the chairman and other officers were to be elected by the council. S.L., 1973, c. 1262, s. 67; G.S. 143B-323.

144 The Commercial and Sports Fisheries Committee consists of nine members appointed by the governor, with representatives from specified interests. The governor designates one member as chairman to serve at his pleasure. Following initial staggered terms, members are appointed for four years. S.L., 1973, c. 1262, s. 70; G.S. 143B-326.

COMMERCIAL AND SPORTS FISHERIES COMMITTEE (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
4	David Pernell Gallop	Columbia	1-27-75	6-30-78
5	Cashwell B. Caroon	Southport	1-27-75	6-30-78
6	Earl H. Holton	Vandemere	1-27-75	6-30-75
			9-21-76	6-30-80
7	Dr. Frank B. Thomas	Raleigh	1-27-75	6-30-75
			9-21-76	6-30-80
8	Dr. Edward J. Kuenzler	Chapel Hill	1-27-75	6-30-77
9	Dr. Theodore R. Rice	Morehead City	1-27-75	6-30-78
2	George T. Clark, Jr.	Wilmington	9-21-76	6-30-80

JOHN H. KERR RESERVOIR COMMITTEE[145]

1	Samuel Thomas Peace, Jr.	Henderson	2-27-74	7-26-79
2	William R. Minor	Oxford	2-27-74	7-26-79
3	Florence E. Greene	Warrenton	2-27-74	7-26-79
4	Robert P. Jones	Henderson	2-27-74	7-26-75
			8-18-75	7-26-79
8	John D. Mackie	Oxford	2-27-74	7-26-79
9	John Solyan	Roxboro	2-27-74	7-26-79
	John J. Hawkins	Warrenton	2-27-74	6-30-79
	V. E. (Pete) Wilson	Rocky Mount	2-27-74	6-30-79
	Charles M. Shelton	King	2-27-74	6-30-79
5	Leland D. Gottschalk	Warrenton	8-18-75	7-26-79
6	C. W. Wilkinson, Jr.	Oxford	8-18-75	7-26-79

SCIENCE AND TECHNOLOGY COMMITTEE[146]

2	David R. Jarema	Research Triangle Park	10-31-75	6-30-79
3	Robert L. Kersey	Durham	10-31-75	6-30-79
4	Dr. Richard A. Herrett	Goldsboro	10-31-75	6-30-79
5	Dr. George Herbert Hitchings	Durham	10-31-75	6-30-79
15	Dr. William Tuthill Lammers	Davidson	10-31-75	6-30-79

NORTH CAROLINA ZOOLOGICAL PARK COUNCIL[147]

1	Ernest W. Greup	Durham	9-10-75	6-30-77
2	W. David Stedman	Asheboro	9-10-75	6-30-79
3	James Emory Swofford	North Wilkesboro	9-10-75	6-30-81
4	James H. Burnley IV	Greensboro	9-10-75	6-30-79
5	James D. Mickey Little, *chairman*	Wilson	9-10-75	6-30-77

145 The John H. Kerr Reservoir Committee consists of nine members appointed by the governor. Six of the members must be from specified areas contiguous to the reservoir: two of each from Vance, Granville, and Warren counties; the remaining three members may be appointed at large. The governor designates one member as chairman to serve at his pleasure. The initial members were to be members of the John H. Kerr Reservoir Development Commission, who were to serve for the duration of their original terms. Successive appointments are for four years. S.L., 1973, c. 1262, s.74; G.S. 143B-329.

146 The Science and Technology Committee consists of fifteen members appointed by the governor, including thirteen who represent specified institutions or interests. Nominations for several of the positions are to be made as specified in the law. The governor appoints two members at large. Initial members were to be members of the Board of Science and Technology who were serving at the time the law was amended. They were to serve for the duration of their original terms. Successive appointments are for four years. The governor designates a chairman to serve at his pleasure. S.L., 1973, c. 1262, s. 78; G.S. 143B-332.

147 The North Carolina Zoological Park Council consists of fifteen members appointed by the governor. Initial members were to be persons serving as members of the North Carolina Zoo Authority at the time the law was amended. They were to serve for the duration of their original terms. Successive appointments were to be staggered, as provided in the law, followed by six-year appointments. The governor designates a chairman from the membership to serve at his pleasure. S.L., 1973, c. 1262, s. 84; G.S. 143B-336.

NORTH CAROLINA ZOOLOGICAL PARK COUNCIL (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
7	Clement R. Monroe	Pinehurst	9-10-75	6-30-77
8	Clyde Lee Sullivan	Southern Pines	9-10-75	6-30-79
9	Edna Faye Pugh Cobb	Charlotte	9-10-75	6-30-79
10	Bobby Ray Guyton	Elizabethtown	9-10-75	6-30-81
11	C. I. (Jack) Snow	Mount Airy	9-10-75	6-30-77
12	Nancy Sherk	Winston-Salem	9-10-75	6-30-79
13	Lottie McAlister High (Mrs. John)	Rocky Mount	9-10-75	6-30-81
14	Charles A. (Chuck) Whitehurst	Greensboro	9-10-75	6-30-77
15	James C. Hastings	Raleigh	9-10-75	6-30-81
6	Ronald Melvin Joyce	Stoneville	9-10-75	6-30-81

LAW AND ORDER COMMISSION[148]

1	Charles L. Waldrep	Gastonia	8-13-75	6-30-78
			7-16-76	6-30-79
2	Billy G. Anderson	Wilkesboro	8-13-75	6-30-76
3	W. Clarence Owens	Elizabeth City	8-13-75	6-30-77
4	Melvin Lane Tucker	Hickory	8-13-75	6-30-78
5	Donald L. Smith	Cary	8-13-75	6-30-76
			7-16-76	6-30-79
6	Ladson F. Hart, *vice-chairman*	Brevard	8-13-75	6-30-76
			7-16-76	6-30-79
7	Clyde M. Roberts	Marshall	8-13-75	6-30-78
8	Richard Moore Davidson	Winston-Salem	8-13-75	6-30-76
			7-16-76	6-30-79
9	Abraham Lincoln Sherk	Winston-Salem	8-13-75	6-30-76
			7-16-76	6-30-79
10	Carlton E. Fellers	Raleigh	8-13-75	6-30-78
11	C. Leonard Alcon	Burlington	8-13-75	6-30-76
			7-16-76	6-30-79
12	Eugene McCombs	Faith	8-13-75	6-30-78
13	Robert R. Etheridge	Lillington	8-13-75	6-30-77
14	Clarence Alexander Holden	Lenoir	8-13-75	6-30-77
15	L. Gorden Hardesty	Beaufort	8-13-75	6-30-77
16	George W. Jackson	Roxboro	8-13-75	6-30-76
17	E. Earl Hubbard	Southern Pines	8-13-75	6-30-77
18	Charles L. Lineback	Salisbury	8-13-75	6-30-77
19	Jack B. Keeter	Raleigh	8-13-75	6-30-77
20	Paul W. Clapp	High Point	8-13-75	6-30-78
16	Neil C. Williams	Charlotte	1-23-76	6-30-76
			7-16-76	6-30-79
20	Roger P. Swisher	Kernersville	1-23-76	6-30-78
18	A. E. Kennedy, Jr.	Clinton	2-20-76	6-30-77
6	Robert Howard Lacey	Newland	1-6-77	6-30-79
12	Gene Wilson	Boone	1-6-77	6-30-78
13	Charlie Brown, Jr.	Mocksville	1-6-77	6-30-77
15	A. Thomas Bowes	Roxboro	1-6-77	6-30-77

148 The Governor's Law and Order Commission consists of twenty-eight members, including the governor. Ex officio members are the governor, attorney general, director of the SBI, commander of the State Highway Patrol, secretary of administration, director of the Administrative Office of the Courts, secretary of correction, and chairman of the Paroles Commission. Twenty members are appointed by the governor from specified positions (county commissioners, mayors, judges, etc.) Initial members were to be those serving on the Committee on Law and Order at the time the law was amended. Successive appointments were to be staggered as provided in the law, followed by three-year appointments. The governor designates a chairman and a vice-chairman annually. S.L., 1975, c. 663; G.S. 143B-337.

COASTAL RESOURCES COMMISSION[149]

Position No.	Name of Appointee	Address	Date Appointed	Date of Expiration
6	David Stick, *chairman*	Kitty Hawk	7-15-74	6-30-76
			7-13-76	6-30-80
10	Charles C. Wells	Wilmington	7-15-74	6-30-76
			7-13-76	6-30-80
13	William A. Kopp, Jr.	Bolivia	7-15-74	6-30-76
14	Roberts H. Jernigan, Jr.	Ahoskie	7-15-74	6-30-78
15	Walter Davis	Elizabeth City	7-15-74	6-30-76
13	Dr. Arthur Wells Cooper	Raleigh	7-13-76	6-30-80

BOARD OF TRUSTEES OF THE NORTH CAROLINA LAND CONSERVANCY CORPORATION[150]

1	George W. Little	Southern Pines	1-5-77	4-13-80
2	Dr. Arthur Wells Cooper	Raleigh	1-5-77	4-13-78
3	Charles H. Taylor, *chairman*	Brevard	1-5-77	4-13-80
4	George Rountree III	Wilmington	1-5-77	4-13-79
5	E. Earl Hubbard	Southern Pines	1-5-77	4-13-79

ADVISORY COMMITTEE ON ANIMAL WASTE POLLUTION CONTROL[151]

1	Ebern Thornton Watson, Jr.	Raleigh	3-11-74	Pleasure of governor
2	Quez M. Frye	Taylorsville	3-11-74	Pleasure of governor
4	Thomas Calvin Smith	Seven Springs	3-11-74	Pleasure of governor
5	Dr. Vincent J. Bellis, Jr.	Greenville	3-11-74	Pleasure of governor
6	Mrs. D. Gordon Sharpe	Chapel Hill	3-11-74	Pleasure of governor
3	Ted W. Luther	Mount Ulla	3-11-74	Pleasure of governor

DEPARTMENT OF HUMAN RESOURCES[152]

	David T. Flaherty, *secretary*[153]	Lenoir	1-5-73	Pleasure of governor
	Phillip J. Kirk, *secretary*[154]	Salisbury	4-6-76	Pleasure of governor

149 The Coastal Resources Commission consists of fifteen members appointed by the governor. Twelve represent interests specified in the law and three at-large members are appointed. Certain of the positions are filled by the governor after compliance with a complex nominating system which is spelled out in detail in the statute. Members initially serve staggered terms; successive appointments are for four years. The chairman is designated by the governor from the membership to serve at his pleasure. S.L., 1973, c. 1284; G.S. 113A-104.

150 The Board of Trustees of the North Carolina Land Conservancy Corporation consists of nine members, five of whom are appointed by the governor, two of whom are appointed by the speaker from the membership of the House of Representatives, and two of whom are appointed by the lieutenant governor from the membership of the Senate. After initial staggered terms, members serve four years. The governor designates a chairman from the board to serve for one year. The state treasurer, the secretary of administration, and the secretary of natural and economic resources, or their designees, serve as ex officio, nonvoting members. S.L., 1973, c. 1405, s. 3; G.S. 113A-137.

151 The Advisory Committee on Animal Waste Pollution Control consists of fifteen members, five of whom are persons occupying positions specified in the law, four of whom are affiliated with the School of Agriculture and Life Sciences of North Carolina State University, and six of whom are appointed by and to serve at the pleasure of the governor. Details regarding membership specifications are included in the law. The committee elects its chairman. The committee was set up by the 1973 General Assembly with provision that the act establishing it become effective July 1, 1973, and remain in effect until September 1, 1975. S.L., 1973, c. 765, ss. 4, 5.

152 See S.L., 1971, c. 864, s. 15; S.L., 1973, c. 476, ss. 117-183; G.S. 143B-136 through 143B-196 for provisions relating to the Department of Human Resources. The head of the department is the secretary of human resources. S.L., 1973, c. 476, s. 120; G.S. 143B-139.

153 Succeeded Lenox D. Baker.

154 Flaherty resigned to run for governor on the Republican ticket, effective 3-29-76; Kirk was sworn in 4-6-76.

BOARD OF HUMAN RESOURCES[155]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Dr. E. Wilson Staub	Southern Pines	1-29-74	Pleasure of governor
3	Billy G. Anderson	Moravian Falls	1-29-74	Pleasure of governor
4	Mrs. Patrick P. Taylor	Louisburg	1-29-74	Pleasure of governor
5	Mrs. Marjorie G. Land	Chapel Hill	1-29-74	Pleasure of governor
7	Mrs. Walter E. Hendricks	Gastonia	1-29-74	Pleasure of governor
8	Roy W. Wagner	Reidsville	1-29-74	Pleasure of governor
	Eugene McCombs	Faith	1-29-74	Pleasure of governor
	G. Robert Campbell	Morehead City	1-29-74	Pleasure of governor
2	Miriam Cook Robinson (Mrs. George Pinkney, Jr.)	Vale	1-14-75	Pleasure of governor
6	Dr. Richard Janeway	Winston-Salem	1-14-75	Pleasure of governor
3	Franklin Ervin Williams	Wilmington	10-6-75	Pleasure of governor
7	Charles Eldridge Wood	Burlington	3-1-76	Pleasure of governor

STATE COMMISSION FOR HEALTH SERVICES[156]

2	Grady J. Hunter	Boonville	10-5-73	5-1-77
5	Dr. Buford W. Kidd	Greensboro	10-5-73	5-1-77
3	Dr. Richard P. Belton	Gastonia	10-5-73	5-1-77
6	Dr. Faye B. Eagles	Rocky Mount	10-5-73	5-1-77
7	Clyde W. Kiker	Greensboro	10-5-73	5-1-77
8	Mrs. Evelyn Farmer Alexander	Raleigh	8-8-74	5-1-78
1	Thomas Peete (Tommy) Davis	Yanceyville	9-24-75	5-1-79
4	Dr. John H. Chambless	Lexington	9-24-75	5-1-79

COMMISSION FOR MENTAL HEALTH SERVICES[157]

1	Dr. Jonnie H. McLeod	Charlotte	4-10-73	4-1-79
11	Augusta Haberyan	Wilson	4-10-73	4-1-79

155 The Board of Human Resources is composed of fifteen members, eight of whom are appointed by the governor. Others are the chairmen of the Commission for Health Services, Commission for Mental Health Services, Social Services Commission, Commission for the Blind, Commission for Medical Facility Services and Licensure, and Council for Institutional Boards, and the secretary of human resources, who serves as chairman ex officio. S.L., 1973, c. 476, s. 122; G.S. 143B-141.

156 The State Commission for Health Services is made up of twelve members, four of whom are elected by the North Carolina Medical Society and eight of whom are appointed by the governor. Qualifications of members are specified in the law. The initial commission was made up of members of the State Board of Health who continued to serve for the duration of their original terms. Their successors are appointed for four years. The governor names one of the members as chairman, to serve at his pleasure. S.L., 1973, c. 476, ss. 124-125; c. 1367; G.S. 143B-143 through G.S. 143B-144.

157 The Commission for Mental Health Services is made up of fifteen members appointed by the governor, one from each congressional district and the rest at large. Initial members were to be members of the State Board of Mental Health who would serve for the remainder of their terms; subsequent appointments are for six years. At least two of the members must be licensed to practice medicine in North Carolina. The governor selects the chairman from the membership to serve at his pleasure. S.L., 1973, c. 476, ss. 130-131; G.S. 143B-148 through G.S. 143B-149.

COMMISSION FOR MENTAL HEALTH SERVICES (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
13	Janet S. Morgan	Raleigh	4-10-73	4-1-79
14	Dr. James E. Rhodes	West Jefferson	4-10-73	4-1-79
15	Edwin M. Tomlin, *chairman*	Concord	4-10-73	4-1-79
12	Mrs. Ruth L. Revels	Greensboro	6-28-74	4-1-75
			8-29-75	4-1-81
3	Mary Ruth Hardy (Mrs. Ira M.)	Greenville	8-29-74	4-1-75
			8-29-75	4-1-81
4	Dr. Robert G. Taylor, Jr.	North Wilkesboro	8-29-75	14-1-81
10	Carlos Lowery Young	Shelby	8-29-75	14-1-81
11	Ann Sample Griffin	Wilson	2-26-76	4-1-79
2	Robert McDonald Brown	Creedmoor	7-12-76	4-1-81

SOCIAL SERVICES COMMISSION[158]

1	Jimmy R. Jacumin, *chairman*	Icard	3-2-73	4-1-77
			11-24-76	4-1-79
3	William B. Travorrow	Greensboro	4-12-73	4-1-79
4	Richard T. Smith	Beaufort	4-12-73	4-1-79
2	Phillip E. Gerdes	Charlotte	1-7-74	4-1-79
6	Helen B. Floyd	Durham	5-7-75	4-1-81
7	Cedric Rodney	Winston-Salem	5-7-75	4-1-81
5	Richard D. Messinger	Salisbury	4-5-76	4-1-77
4	John Craig Souza	Raleigh	1-5-77	4-1-77

STATE COMMISSION FOR THE BLIND[159]

10	Robert G. Frye, *chairman*	Hickory	12-10-73	17-2-79
11	Allen A. Iseley	Burlington	12-10-73	7-2-77
7	David Dwight Hughes	Linville	8-10-74	7-2-80
8	Dr. Romeo Henry Lewis	Clinton	8-10-74	7-2-80
6	Mrs. Madeline B. Brooks	Winston-Salem	8-10-74	7-2-80

BLIND ADVISORY COMMITTEE[160]

2	Thelma M. Jones	Raleigh	10-9-74	7-2-75
			8-15-75	7-2-78
3	Daniel L. Taylor, *chairman*	Winston-Salem	10-9-74	7-2-76
4	William L. Jackson	Charlotte	10-9-74	7-2-77
5	Richard Napier	Swansboro	10-9-74	7-2-76
6	Lester Thomas Barrett, Sr.	Greensboro	10-9-74	7-2-77
1	Marvin Jackson Gatlin	Ramseur	8-15-75	7-2-78
3	Hazel Staley	Charlotte	7-2-76	7-2-79
5	Myrtle Garris	Raleigh	7-2-76	7-2-79

158 The Social Services Commission consists of seven members appointed by the governor. The initial members were members of the State Board of Social Services who were to serve for the duration of their original terms. Successive appointments are for six years. The chairman is selected by the governor from the membership, to serve at his pleasure. S.L., 1973, c. 476, ss. 135, 137; G.S. 143B-154, 156.

159 The State Commission for the Blind consists of eleven members appointed by the governor. The initial commission was made up of persons serving on the Commission for the Blind at the time the law was amended; they continued to serve for the duration of their original terms. Various qualifications for successive appointments and provisions for staggered terms are included in the 1973 law. At the expiration of the staggered terms, members are appointed for six years. The chairman is appointed by the governor from the membership, to serve at his pleasure. S.L., 1973, c. 476, ss. 140, 142; G.S. 143B-158, 160.

160 The Blind Advisory Committee consists of six members appointed by the governor, all of whom must be visually handicapped to the extent of being legally blind. Initial members were members of the Blind Advisory Committee at the time the law was amended; they were to serve for the duration of their original terms. The governor names a chairman to serve at his pleasure. S.L., 1973, c. 476, s. 147; G.S. 143B-164.

NORTH CAROLINA MEDICAL CARE COMMISSION[161]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
14	Sam W. Colerider, Jr.	Concord	8-14-74	6-30-77
16	Verlon Swafford	Franklin	8-14-74	6-30-77
17	Elmer Dewey Willis	Williston	8-14-74	6-30-77
4	Dr. David Stephen Nelson	Winston-Salem	12-12-75	6-30-76
			12-17-76	6-30-80
5	Dr. Ernest H. Brown, Jr.	Lumberton	12-12-75	6-30-79
6	Dr. Thomas B. Reid, Jr.	Jacksonville	12-12-75	6-30-79
8	Holt McPherson, *chairman*	High Point	12-12-75	6-30-79
2	Sister Mary Jerome Spradley	Charlotte	12-17-76	6-30-80
3	Dr. William Lester Adcock, Jr.	Raleigh	12-17-76	6-30-80
9	Mattye Marie Reed	Greensboro	12-17-76	6-30-78

STATE ADVISORY COUNCIL TO THE DEPARTMENT OF HUMAN RESOURCES[162]

1	James R. Felts, Jr.	Charlotte	8-26-75	3-29-79
2	Thomas R. Howerton	Durham	8-26-75	3-29-79
4	Elmer Dewey Willis	Williston	8-26-75	3-29-79
5	Verlon E. Swafford	Franklin	8-26-75	3-29-79
6	Sam W. Colerider, Jr.	Concord	8-26-75	3-29-79
7	Coy M. Vance	Raleigh	8-26-75	3-29-79
3	Dr. Ruby L. Wilson	Durham	8-26-75	3-29-79

NORTH CAROLINA SPECIALTY HOSPITALS BOARD OF DIRECTORS[163]

5	Croom M. Faircloth	Clinton	7-17-74	4-29-75
			6-12-75	4-29-81
8	Mrs. Esther M. Chappell	Candor	7-17-74	4-29-75
			6-12-75	4-29-81
9	Mrs. Orin S. Whitener, *chairman*	Lenoir	7-17-74	4-29-79
10	Stephen A. Blahut	Morganton	7-17-74	4-29-79
11	Hal B. Hawkins	Wilkesboro	7-17-74	4-29-79
12	Leo Walsh	Southern Pines	7-17-74	4-29-79
6	Patricia Clark Nelson (Mrs. David S.)	Winston-Salem	6-12-75	4-29-81
7	Mrs. Roy Parker, Sr., *secretary*	Ahoskie	6-12-75	4-29-81
3	Vanda Weavil	Kernersville	7-19-76	4-29-77

161 The Medical Care Commission consists of seventeen members appointed by the governor, three of them nominated by the North Carolina Medical Society, one nominated by the North Carolina Nurses Association, one nominated by the North Carolina Pharmaceutical Association, one nominated by the Duke Foundation, and one nominated by the North Carolina Hospital Association. The remaining ten are selected so as to represent agriculture, industry, labor, and other interests. One of these is to be a dentist. The initial members are the eighteen persons who were serving on the North Carolina Medical Care Commission at the time of the 1973 amendment to the law; they were to serve for the duration of their original terms. Upon the expiration of the terms of the first four members of the Medical Care Commission, the governor was to appoint three successors so as to achieve the new number of seventeen. Successive members serve for four years. The governor names the chairman from the membership, to serve at his pleasure. S.L., 1973, c. 476, ss. 149, 151; c. 1090, s. 2; G.S. 143B-166, 168.

162 The State Advisory Council consists of seven members appointed by the governor to four-year terms. Representatives of specified interests are to be appointed; details are given in the law. S.L., 1971, c. 134; S.L., 1973, c. 476, s. 152; G.S. 131-120(c).

163 The board of the North Carolina Specialty Hospitals consists of twelve members appointed by the governor for terms of six years. The initial members were to be those serving on the board at the time the law was amended; they were to serve for the duration of their original terms. The chairman is designated by the governor from among the members to serve at his pleasure. S.L., 1973, c. 476, ss. 158, 160; G.S. 143B-174, 176.

LENOX BAKER CEREBRAL PALSY AND CRIPPLED CHILDREN'S HOSPITAL OF NORTH CAROLINA BOARD OF DIRECTORS[164]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Miss Grizelle M. Norfleet	Winston-Salem	4-19-74	7-10-77
2	Dr. Barry G. Miller	Charlotte	4-19-74	7-10-79
3	Mrs. Robert V. Suggs, *chairman*	Greensboro	4-19-74	7-10-79
7	Russell Barringer, Sr.	Durham	4-19-74	7-10-79
5	Jeter L. Haynes	Jonesville	4-5-76	7-10-81
6	Ernest E. Ratliff	Raleigh	4-5-76	7-10-77
8	William Lee Foster	Mocksville	4-5-76	7-10-77
9	Norman W. Massey	Durham	4-5-76	7-10-81
4	Dorris M. Conoly	Greensboro	1-3-77	7-10-81

NORTH CAROLINA ORTHOPEDIC HOSPITAL BOARD OF TRUSTEES[165]

8	Walker Eugene Hunter	Gastonia	7-2-74	4-4-79
9	Dr. Edward Steele Whitesides	Gastonia	7-2-74	4-4-79
4	Rebecca B. Carter	Gastonia	9-2-75	4-4-81
5	Aaron B. Moss	Cherryville	9-2-75	4-4-81
6	Hoyle T. Efird, *chairman*	Gastonia	9-2-75	4-4-81
7	Dr. Ronald A. Pruitt	Burlington	9-2-75	4-4-81
1	Dr. Charles L. Nance, Jr.	Wilmington	1-26-76	4-4-77
2	Catherine Keen Godfrey	Raleigh	7-21-76	4-4-77
3	Susan Irish Virkler	Matthews	7-21-76	4-4-77

GOVERNOR MOREHEAD SCHOOL BOARD OF DIRECTORS[166]

8	Mrs. Inez K. Kilpatrick	Charlotte	9-20-74	5-1-79
9	Ben Eason, *chairman*	Raleigh	9-20-74	5-1-79
10	Mrs. Frances Barham	Mayodan	9-20-74	5-1-79
11	John W. Pope	Raleigh	9-20-74	5-1-79
5	Allene Dement Lassiter (Mrs. Harrison)	Winston-Salem	8-1-75	5-1-81
6	Harvey Reid, Jr.	Wilson	8-1-75	5-1-81
7	Gilbert Peele, Jr.	Garner	8-1-75	5-1-77
1	Charles C. Hendricks	Greensboro	8-1-75	5-1-81
11	Patricia H. Thompson	Raleigh	5-14-76	5-1-79
7	Mrs. Rachel Holshouser	Sanford	12-9-76	5-1-77

BOARD OF DIRECTORS OF NORTH CAROLINA SCHOOLS FOR THE DEAF[167]

1	Carroll Lee Franklin, *chairman*	Drexel	1-16-75	7-17-77
2	Harold Dewane Babson	Nakina	1-16-75	7-17-77

164 The Board of the Lenox Baker Cerebral Palsy and Crippled Children's Hospital consists of nine members who serve for six years. The initial members were to be those serving on the board at the time the law was amended; they were to serve for the duration of their original terms. The chairman is designated by the governor from among the members to serve at his pleasure. S.L., 1973, c. 476, ss. 158, 160, 162; G.S. 143B-174, 176. See also S.L., 1973, c. 115 with regard to the name change from North Carolina Cerebral Palsy Hospital to the above.

165 The board of the North Carolina Orthopedic Hospital consists of nine members appointed for six years. The initial members were to be those serving on the board at the time the law was amended; they were to serve for the duration of their original terms. The chairman is designated by the governor from among the members to serve at his pleasure. S.L., 1973, c. 476, ss. 158, 160; G.S. 143B-174, 176.

166 The board of the Governor Morehead School consists of eleven members appointed by the governor for six years. The initial members were to be those serving on the board at the time the law was amended; they were to serve for the duration of their original terms. The chairman is designated by the governor from among the members to serve at his pleasure. S.L., 1973, c. 476, ss. 158, 160; G.S. 143B-174, 176.

167 The board of the North Carolina School for the Deaf consists of eleven members appointed by the governor for four-year terms. Initial members were to be those serving on the board of the school at the time the law was amended; they were to serve for the duration of their original terms. The chairman is designated by the governor from among the members to serve at his pleasure. S.L., 1973, c. 476, ss. 158, 160; G.S. 143B-174, 176.

BOARD OF DIRECTORS OF NORTH CAROLINA SCHOOLS FOR THE DEAF (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
3	Thomas C. Herndon	Greenville	1-16-75	7-17-77
4	Andrew Cleveland Miller III	Gastonia	1-16-75	7-17-77
5	Mrs. Verona D. Daniely	Elon College	1-16-75	7-17-77
6	Ralph Perry Crutchfield	Winston-Salem	1-16-75	7-17-77
7	Mrs. Mary Jeanne Fones	Greensboro	1-16-75	7-17-77
8	Richard Norman Greene	Morganton	1-16-75	7-17-77
9	James M. Dixon	Greensboro	1-16-75	7-17-77
10	Dr. John T. High	Rocky Mount	1-16-75	7-17-77
11	Rodney Jerome Sumler	Winston-Salem	1-16-75	7-17-77
6	Inez Crutchfield	Winston-Salem	2-2-76	7-17-77

CONFEDERATE WOMEN'S HOME BOARD OF DIRECTORS[168]

1	Mrs. Josephine Smith Boyd	Fayetteville	7-3-74	6-30-75
			1-27-76	6-30-77
2	Mrs. Margaret F. Daniel	Fayetteville	7-3-74	6-30-75
			1-27-76	6-30-77
3	Mrs. Esther Mae Dept	Fayetteville	7-3-74	6-30-75
4	Mrs. Charles G. Hill	Winston-Salem	7-3-74	6-30-75
			1-27-76	6-30-77
5	Mrs. Maurine S. Moore, *chairman*	Shelby	7-3-74	6-30-75
			1-27-76	6-30-77
6	Mrs. Edith Nixon	Aberdeen	7-3-74	6-30-75
			1-27-76	6-30-77
7	Mrs. Jewel B. Poole	Fayetteville	7-3-74	6-30-75
			1-27-76	6-30-77
3	Mrs. Alvin Seippel	Winston-Salem	1-27-76	6-30-77

COUNCIL ON DEVELOPMENTAL DISABILITIES[169]

15	Rep. Marshall Hall	King	9-9-74	
28	Mrs. Jane Nady Burnley	Greensboro	9-9-74	6-30-76
			11-23-76	6-30-80
1	Ralph H. Scott, *chairman*	Burlington	9-9-74	
5	George A. Kahdy	Raleigh	9-9-74	
6	Donald Paul Torppa	Raleigh	9-9-74	
7	Lawrence B. Burwell	Raleigh	9-9-74	
8	Dr. Ann F. Wolfe	Raleigh	9-9-74	
9	Dr. Ronald H. Levine	Raleigh	9-9-74	
10	Bob H. Philbeck	Raleigh	9-9-74	
11	William H. White	Raleigh	9-9-74	
12	Mrs. Joan C. Holland	Raleigh	9-9-74	
13	Dr. William B. Waters	Raleigh	9-9-74	
14	Robert Q. Beard	Raleigh	9-9-74	
16	Joseph Philmore Roberson	Washington	9-9-74	6-30-77

168 The board of the Confederate Women's Home consists of seven members appointed by the governor for two years. Initial members were to be those serving on the board at the time the law was amended; they were to serve for the duration of their original terms. The chairman is designated by the governor from among the members to serve at his pleasure. S.L., 1973, c. 476, ss. 158, 160; G.S. 143B-174, 176.

169 The Council on Developmental Disabilities consists of thirty members appointed by the governor. The composition of the council is spelled out in the law. Initial members included the appointed members of the Council on Mental Retardation and Developmental Disabilities who were serving at the time the law was amended; they were to serve for the duration of their original terms. Subsequent appointments are for four years, except for members of the General Assembly and those from state agencies. The governor designates one member to serve as chairman at his pleasure. S.L., 1973, c. 476, s. 169, and c. 1117; G.S. 143B-179.

COUNCIL ON DEVELOPMENT DISABILITIES (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
17	Mrs. Marilea Roberts Grogan	Charlotte	9-9-74	6-30-77
18	Clyde Buchanan Rosser	Sanford	9-9-74	6-30-78
19	Charles E. Waddell	Skyland	9-9-74	6-30-78
21	Albert Jackson Morton, Jr.	Charlotte	9-9-74	6-30-77
22	Mrs. Anna Crutchfield Wright	Durham	9-9-74	6-30-78
26	Howard C. Neese	Burlington	9-9-74	6-30-78
27	James Robert Bachar	Chapel Hill	9-9-74	6-30-78
29	Dr. Harrie R. Chamberlin	Chapel Hill	9-9-74	6-30-78
15	Alice Poe Yates (Mrs. Joseph)	Raleigh	9-18-75	6-30-79
25	Nancy Mauney Pannell	Conover	9-18-75	6-30-79
2	Julian R. Allsbrook	Roanoke Rapids	11-23-76	
3	E. Graham Bell	Gastonia	11-23-76	
4	Lura S. Tally	Fayetteville	11-23-76	
23	Lucile Cheshire	Greensboro	11-23-76	6-30-80
24	Mary Lou Warren	Durham	11-23-76	6-30-80
30	Mrs. Gale Swann Simpson	Morehead City	11-23-76	6-30-80

GOVERNOR'S COORDINATING COUNCIL ON AGING[170]

2	Sloan D. Gibson	High Point	9-21-73	6-30-77
3	Mrs. Sophie Davis	Flat Rock	9-21-73	6-30-77
4	W. D. King	Lenoir	9-21-73	6-30-77
5	Thad H. Pope, *chairman*	Dunn	9-21-73	6-30-77
6	Mrs. Juanita Linney	Hickory	9-21-73	6-30-77
7	Gage Williams	Wanchese	9-21-73	6-30-77
2	Charlie Brown	Carthage	5-15-75	6-30-77
12	Walter G. Byers	Charlotte	5-15-75	6-30-78
13	Beulah Bagwell	Brevard	5-15-75	6-30-78
14	Grace Emma Hampton	Jonesville	5-15-75	6-30-76
15	Rev. H. L. Mitchell	Gatesville	5-15-75	6-30-78
16	Helen Driver Jacobs	Cherokee	7-1-75	6-30-79
10	Jean S. Muller	Charlotte	7-8-75	6-30-79
11	Viola Beavers Martin	Winston-Salem	7-8-75	6-30-79
8	Nathan H. Yelton	Garner	12-7-76	6-30-80
9	Jeter L. Haynes	Jonesville	12-7-76	6-30-80
10	James E. Chavis	Pembroke	12-7-76	6-30-79
14	Lena Burns	Raleigh	12-7-76	6-30-80

MENTAL HEALTH COUNCIL[171]

5	Eric A. Pfeiffer, *chairman*	Durham	1-20-75	6-30-77
6	Dr. Robert S. Cline	Sanford	1-20-75	6-30-77
7	Dr. Eugene Maloney	Gastonia	1-20-75	6-30-77
8	Dr. Barbara Behrens Hills	Winston-Salem	1-20-75	6-30-77

170 The Coordinating Council on Aging was enlarged from twenty-one to thirty members by the 1975 General Assembly. Twenty-six are appointed by the governor, two by the lieutenant governor, and two by the speaker of the House of Representatives. Specifications regarding membership are spelled out in the 1973 law. Members of the council serving at the time the law was amended continued to serve for the duration of their original terms as the initial new council; subsequent appointments are for four-year terms, though provision was made in 1975 for staggering the terms of the new appointees added as a result of the expansion of the membership. The governor designates one member of the council to serve as chairman at his pleasure. S.L., 1973, c. 476, s. 172; S.L., 1975, c. 128; G.S. 143B-181.

171 The Mental Health Council consists of twenty-one members appointed by the governor for four-year terms. The governor designates a chairman from the membership to serve at his pleasure. Specifications regarding membership are outlined in the law. S.L., 1973, c. 476, s. 175; G.S. 143B-183.

MENTAL HEALTH COUNCIL (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
9	Charlie R. Walters	Salisbury	1-20-75	6-30-77
10	Dr. Clifton Lee Quinn	Raleigh	1-20-75	6-30-77
11	Dr. Arthur Prange, Jr.	Chapel Hill	1-20-75	6-30-77
12	Audrey Richardson Bray (Mrs. Thomas C.)	Raleigh	1-20-75	6-30-77
13	Dr. Donald J. Stedman	Chapel Hill	1-20-75	6-30-77

GOVERNOR'S COUNCIL ON THE EMPLOYMENT OF THE HANDICAPPED[172]

3	Ralph G. Hill	Arden	9-26-74	6-30-77
6	Dr. William B. Hall, Jr.	Fayetteville	9-26-74	6-30-77
7	Richard Hardin Ziglar	Winston-Salem	9-26-74	6-30-77
8	Dr. Caroline MacBrayer	Mooresville	9-26-74	6-30-77
9	Dr. Wiley M. Davis	Raleigh	9-26-74	6-30-77
10	Joseph R. Brown, Sr.	Greensboro	9-26-74	6-30-78
11	Paul A. Douglas	Washington	9-26-74	6-30-78
12	Wayne M. Coffey	Wilkesboro	9-26-74	6-30-78
13	Rev. Edwin E. Kirton, *chairman*	Wilmington	9-26-74	6-30-75
			10-8-75	6-30-79
14	Mrs. Dorothy Fitzjohn	Charlotte	9-26-74	6-30-78
15	Frank Simmons	Hickory	9-26-74	6-30-78
16	C. Miller Sigmon, Sr.	Morganton	9-26-74	6-30-78
17	Herman F. Wharton	Reidsville	9-26-74	6-30-78
18	Terry Wethington	Havelock	9-26-74	6-30-78
1	Fred D. Hauser	Winston-Salem	10-8-75	6-30-79
2	Johnny Thomas Clemmons	Shallotte	10-8-75	6-30-79
4	Albert Loy Bumgarner	Hickory	10-8-75	6-30-79
5	Katherine Ward Spencer	Thomasville	10-8-75	6-30-79
11	Margaret Lee Formyduval	Wilmington	10-8-75	6-30-78
2	Roger L. Simmons	Hamlet	9-30-76	6-30-79
8	Craig Leonard Johnson	Rocky Mount	9-30-76	6-30-77

GOVERNOR'S ADVOCACY COUNCIL ON CHILDREN AND YOUTH[173]

4	Dr. John B. Chase, Jr., *chairman*	Charlotte	3-7-75	7-1-76
			7-19-76	7-1-78
5	Nancy Reese Lake (Mrs. Glen W.)	Greensboro	3-7-75	7-1-76
			7-19-76	7-1-78
6	Durward Warren Owen	Charlotte	3-7-75	7-1-75
			8-28-75	7-1-77
7	Essie Newsom (Mrs. Lark A., Jr.)	Star	3-7-75	7-1-75
			8-28-75	7-1-77

172 The Council on Employment of the Handicapped consists of twenty-one members appointed by the governor. The initial council was made up of members of the Governor's Executive Committee on the Employment of the Handicapped who were serving at the time the law was amended. They were to serve for the duration of their original terms. The commissioner of labor, the commissioner of insurance, and the chairman of the Employment Security Commission must be appointed as three of the twenty-one. Subsequent appointments are for four years. The governor designates one of the council members to serve as chairman at his pleasure. S.L., 1973, c. 476, s. 178; G.S. 143B-185.

173 The Advocacy Council on Children and Youth consists of seventeen members appointed by the governor, two of whom are senators nominated by the president of the Senate; two of whom are representatives nominated by the speaker of the House; the state superintendent of public instruction; one of whom is from the area of juvenile correction, nominated by the secretary of the Department of Social Rehabilitation and Control; seven adults appointed by the governor; and four youths, two male and two female, appointed by the governor. The initial members were to be those serving as members of the Governor's Advocacy Commission for Children and Youth at the time the law was amended; they were to serve for the duration of their original terms. Subsequent appointments, except those from state agencies, are for two years. The governor designates a member of the council as chairman to serve at his pleasure. S.L., 1973, c. 476, s. 181; G.S. 143B-187.

GOVERNOR'S ADVOCACY COUNCIL ON CHILDREN AND YOUTH (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
8	Maria Theresa Bolick	Charlotte	3-7-75	7-1-75
			8-28-75	7-1-77
9	George W. Ford	Fairmont	3-7-75	7-1-76
10	Rudy Ogburn	Willow Springs	3-7-75	7-1-75
			8-28-75	7-1-77
11	Mari Lynn Dewey	Raleigh	3-7-75	7-1-76
3	Carolyn London, *chairman*	Durham	8-28-75	7-1-77
1	Ruby Milgrom (Mrs. Henry M.)	Battleboro	7-19-76	7-1-78
2	Dr. J. Iverson Riddle	Morganton	7-19-76	7-1-78
9	William Thomas Graham, Jr.	Winston-Salem	7-19-76	7-1-78
11	Mary Elizabeth Sherk	Winston-Salem	7-19-76	7-1-78

COUNCIL ON SICKLE CELL SYNDROME[174]

1	Dr. James P. Green, *acting chairman*	Henderson	11-28-73	
2	Mrs. Eva Clayton	Soul City	11-28-73	
3	Dr. Richard Patterson	Winston-Salem	11-28-73	
4	Mrs. Miriam Wilder	Greensboro	11-28-73	
5	Shirley McQueen	Maxton	11-28-73	
6	Dr. J. D. Trader	Greensboro	11-28-73	
7	Mrs. Almita Woods	Jacksonville	11-28-73	
8	Dr. Alfreda Webb	Greensboro	11-28-73	
9	Dr. Hubert Eaton	Wilmington	11-28-73	
10	Dr. Wendell Rosse	Durham	11-28-73	
11	Dr. Roy Flood	Murfreesboro	11-28-73	
12	Rev. J. R. Manley	Chapel Hill	11-28-73	
13	Dr. Claud L. Stephens	Fayetteville	11-28-73	
14	Dr. Richard Hill	Charlotte	11-28-73	
5	Dr. Carl Hammer	Fayetteville	11-28-73	
2	Ivestia H. Beckwith	Charlotte	2-10-75	
4	Nathaniel Leo Rumph	Winston-Salem	2-10-75	
15	Leo Bradshaw	Greensboro	2-10-75	
3	Christine A. Johnson	Winston-Salem	10-20-75	

COMMISSION FOR HUMAN SKILLS AND RESOURCE DEVELOPMENT[175]

1	Dr. L. H. Hollingsworth	High Point	8-27-74	9-1-75
2	Dr. David Knox	Greenville	8-27-74	9-1-75
3	Dr. Andrew D. Lester	Winston-Salem	8-27-74	9-1-75
4	R. Winfred Tyndall	Winston-Salem	8-27-74	9-1-75
5	Ms. Audrey J. Biggers	Washington	8-27-74	9-1-77
6	A. Donald Brinton	Lenoir	8-27-74	9-1-77
7	Paul Greene	Charlotte	8-27-74	9-1-77
8	Dr. Barbara Elizabeth James	Chapel Hill	8-27-74	9-1-77

174 The Council on Sickle Cell Syndrome consists of a temporary chairman appointed by the governor and fourteen other members. The law requires that consideration be given to persons representing several areas as appointments are made. The council was transferred to the Department of Human Resources effective July 1, 1974. The law makes no provision for length of terms to be served. S.L., 1973, c. 570; G.S. 143B-188 through G.S. 143B-190.

175 The Commission for Human Skills and Resource Development consists of twenty members, fourteen appointed by the governor and six from the General Assembly, three appointed by the speaker of the House and three by the president of the Senate. Following initial staggered terms for the governor's appointees, members are appointed for five years. Representatives of the General Assembly serve two-year terms. The governor designates a chairman from the membership of the commission. S.L., 1973, c. 961, s. 3; G.S. 143B-199.

COMMISSION FOR HUMAN SKILLS AND RESOURCES DEVELOPMENT (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
9	Dr. E. M. Rallings	Greensboro	8-27-74	9-1-77
10	Dr. Paul Wesley Aitken	Durham	8-27-74	9-1-79
11	Dr. Norman Alfred Desrosiers	Butner	8-27-74	9-1-79
12	Max D. Poore, *chairman*	Marion	8-27-74	9-1-79
13	Jack Donald Turney	Salisbury	8-27-74	9-1-79
14	Dr. J. Frank Yeager	Durham	8-27-74	9-1-79
15	Rep. Mary C. Nesbitt	Asheville	8-27-74	9-1-76
16	Rep. H. M. Michaux, Jr.	Durham	8-27-74	9-1-76
17	Rep. Joe L. Bright	Vanceboro	8-27-74	9-1-76
18	Sen. Cy N. Bahakel	Charlotte	8-27-74	9-1-76
19	Sen. William K. Mauney, Jr.	Kings Mountain	8-27-74	9-1-76
20	Sen. Malcolm W. Butner, Sr.	Salisbury	8-27-74	9-1-76

TECHNICAL ADVISORY COMMITTEE ON DELINQUENCY PREVENTION AND YOUTH SERVICES[176]

1	Vandahlia H. Reid	Wilson	11-3-75	6-30-77
2	Lynn S. Hughes	Newland	11-3-75	6-30-77

ADVISORY COUNCIL ON SOLID WASTE RECYCLING, RESOURCE RECOVERY, AND LITTER CONTROL[177]

1	Morris Brenner	Winston-Salem	10-31-75	7-1-77
2	John Thomas Barber	Wilkesboro	10-31-75	7-1-77
3	Dr. O. Aiken Mays	Goldsboro	10-31-75	7-1-77
4	William S. Hiatt	Mount Airy	10-31-75	7-1-77

COMMISSION OF YOUTH SERVICES[178]

1	William M. Sheffield, *chairman*	Durham	8-15-75	6-30-79
2	Helen Tull Vernelson	New Bern	8-15-75	6-30-79
3	Rev. Richard Joseph Crowder	High Point	8-15-75	6-30-77
4	J. Ray Braswell	Newland	8-15-75	6-30-77
5	Rep. Leroy P. Spoon, Jr.	Charlotte	8-15-75	6-30-77
4	Phillip J. Kirk, Jr.	Raleigh	1-3-77	6-30-77

176 The Committee on Delinquency Prevention and Youth Services consists of fourteen members, two of whom are parents with some knowledge of juvenile delinquency, its prevention, and community-based services who are appointed by the governor; four of whom are appointed by the General Assembly, two by the speaker of the House and two by the president of the Senate; two of whom are appointed by the secretary of human resources from employees in the field; two of whom are appointed by the director of the Administrative Office of the Courts; two of whom are appointed by the superintendent of public instruction; and two of whom are appointed by the chairman of the Governor's Committee on Law and Order. Terms are for two years. The committee elects its chairman. S.L., 1975, c. 929; G.S. 143B-208.

177 The Advisory Council on Solid Waste Recycling consists of fifteen members, five of whom are appointed by the governor with representatives from specified areas of interest; five of whom are appointed by the president of the Senate, with specified areas represented; and five of whom are appointed by the speaker of the House, again with specified areas represented. A chairman and vice-chairman are elected by the council. S.L., 1975, c. 972, provided for a new article to be added to Chapter 130 of the General Statutes, Article 13D, "Advisory Council on Solid Waste Recycling, Resource Recovery and Litter Control." The 1975 cumulative supplement to the General Statutes does not include this new article, but it may be found in the 1975 Session Laws.

178 The Commission of Youth Services consists of nine members, five of whom are appointed by the governor, two by the president of the Senate, and two by the speaker of the House. Following initial staggered terms, appointments are for six years. The director of the Administrative Office of the Courts and the superintendent of public instruction or their designees serve ex officio. The chairman is designated by the governor from the membership to serve in that capacity for the duration of his term. S.L., 1975, c. 742; G.S. 134A-4, 5.

COMMISSION ON CHILDREN WITH SPECIAL NEEDS[179]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Mrs. Cecile B. Murphy	Raleigh	7-16-74	
2	Martin T. Pierson	Durham	7-16-74	
3	Carey S. Fendley	Raleigh	7-16-74	

NORTH CAROLINA RADIATION PROTECTION COMMISSION[180]

1	Dr. James A. Roseboro	Chapel Hill	5-26-76	6-30-78
2	Patrick W. Howe	Raleigh	5-26-76	6-30-77
3	Joseph A. Mohrbacher	Wilmington	5-26-76	6-30-78
4	Thomas S. Elleman	Raleigh	5-26-76	6-30-79
5	Dr. Robert W. McConnell	Greenville	5-26-76	6-30-77
6	Dr. Stephen R. Matteson	Chapel Hill	5-26-76	6-30-77
7	Dr. Aaron P. Sanders	Durham	5-26-76	6-30-79
8	Lonnie Earl Moore	New Bern	5-26-76	6-30-77
9	Dr. Robert D. Barnum	Morehead City	5-26-76	6-30-79
10	Polly Crouse Story	Winston-Salem	5-26-76	6-30-79
11	H. Scott Famy	Wilmington	5-26-76	6-30-78
20	Kenneth P. Dixon	Raleigh	5-26-76	Pleasure of governor
15	Perry Greene	Raleigh	5-26-76	Pleasure of governor

INTERSTATE COMPACT ON JUVENILES—ADMINISTRATOR[181]

1	Dr. J. Renee Westcott Hill	Raleigh	2-00-73	Pleasure of governor

DEPARTMENT OF CORRECTION[182]

	David L. Jones, *secretary*[183]	Fayetteville	1-5-73	Pleasure of governor

BOARD OF CORRECTION[184]

1	Dr. Johnnie L. Gallemore	Durham	8-7-74	Pleasure of governor
2	Clarence C. Malone, Jr.	Durham	8-7-74	Pleasure of governor
3	Samuel L. Osborne	Wilkesboro	8-7-74	Pleasure of governor

179 The Commission on Children with Special Needs consists of three senators appointed by the president of the Senate, three representatives appointed by the speaker of the House, and three parents of children with special needs appointed by the governor. Members serve until replacement appointments are made. The members elect their chairman. S.L., 1973, c. 1422; G.S. 120-58 through G.S. 120-60.

180 The Radiation Protection Commission consists of ten voting members and ten nonvoting ex officio members. The public members, appointed by the governor, are representatives of various fields of knowledge, and requirements are specified in the law; the ex officio members are appointed from specified state agencies and are to serve at the pleasure of the governor; they, too, are appointed by the governor. Public members serve four-year terms, though provision was made for initial staggered terms. The commission elects its chairman. S.L., 1975, c. 718, s. 1; G.S. 104E-8.

181 The governor appoints an administrator for the Interstate Compact on Juveniles who serves at his pleasure. S.L., 1963, c. 910, s. 2; S.L., 1973, c. 476, s. 119; G.S. 110-59.

182 See S.L., 1973, c. 1262, ss. 2-9; G.S. 143B-260 through G.S. 143B-267 for provisions relating to the Department of Correction. The head of the department is the secretary of correction. S.L., 1973, c. 1262, s. 5; G.S. 143B-263.

183 Succeeded Ralph D. Edwards, *acting secretary*.

184 The Board of Correction consists of nine members appointed by the governor to serve at his pleasure. The secretary of correction is a member and chairman ex officio. Three of the members represent specified interests, and there are five appointed at large. S.L., 1973, c. 1262, s. 7; G.S. 143B-265.

BOARD OF CORRECTION (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
4	W. H. S. Burgwyn, Jr.	Woodland	8-7-74	Pleasure of governor
5	Florence Crisp (Mrs. Nelson B.)	Greenville	8-7-74	Pleasure of governor
6	David D. Jordan	Charlotte	8-7-74	Pleasure of governor
7	William S. Anderson	Arden	8-7-74	Pleasure of governor
8	Dr. Leon Raymond Camp	Raleigh	8-7-74	Pleasure of governor
9	David L. Jones, *chairman*	Raleigh	8-7-74	Pleasure of governor
6	Helen Tull Vernelson	New Bern	2-27-75	Pleasure of governor
6	Robert C. Carroll	Denton	8-25-75	Pleasure of governor
3	William T. Graham	Winston-Salem	10-21-75	Pleasure of governor

PAROLE COMMISSION[185]

2	Dr. Grady Davis	Fayetteville	7-1-73	6-30-77
4	C. Dempsey McDaniel	Kernersville	7-8-74	6-30-78
1	Jack Lamar Scism, *chairman*	Pelham	7-31-74	6-30-76
5	James Edward Cline	Raleigh	9-3-74	6-30-78
3	Isabel S. Holmes	Raleigh	7-1-75	6-30-79

AREA INMATE LABOR COMMISSIONS[186]

1	Dr. Thomas Eugene Carpenter	Lenoir	11-5-75	8-31-79
2	J. Earl Daniels	Marion	11-5-75	8-31-79
6	John Clement Hamil	Greensboro	11-5-75	8-31-79
7	William Joseph Trogdon	Asheboro	11-5-75	8-31-79
11	Marvin A. Wittrock	Charlotte	11-5-75	8-31-79
12	John N. Blackwelder	Statesville	11-5-75	8-31-79
16	Dr. George Max Barbour	Roxboro	11-5-75	8-31-79
17	Hugh Thomas Ragland, Jr.	Oxford	11-5-75	8-31-79
21	John Lawrence McNeill, Jr.	Southern Pines	11-5-75	8-31-79
22	Hugh Perry, Jr.	Wrightsville Beach	11-5-75	8-31-79
26	Clyde A. Erwin	Goldsboro	11-5-75	8-31-79
27	Osborne Gray Davis	Beaufort	11-5-75	8-31-79

STATE INMATE LABOR COMMISSION[187]

1	Howard Beverly Daniels, *chairman*	Newland	2-11-76	8-31-79

185 The Parole Commission consists of five full-time members appointed by the governor from people recognized for their ability, training, experience, and character. Initial members were to be the three serving at the time the law was amended plus two appointed by the governor. Provision was made for initial staggered terms, after which appointments are for four years. The governor designates a chairman to serve at his pleasure. S.L., 1973, c. 1262, s. 9; G.S. 143B-267.

186 There are six area inmate labor commissions. Each consists of five members who are residents of the area; one is appointed by the secretary of correction, two by the governor to represent the League of Municipalities and the state community colleges, one interested citizen appointed by the lieutenant governor and another by the speaker of the House. Terms are for four years. Each area commission selects a chairman from the membership; the chairman serves one year. S.L., 1975, c. 682, s. 3; G.S. 148-26.2.

187 The State Inmate Labor Commission consists of the chairman of the six area inmate labor commissions and a general chairman appointed by the governor for a four-year term. S.L., 1975, c. 682, s. 3; G.S. 148-26.3.

DEPARTMENT OF COMMERCE[188]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
	Tenney I. Deane, Jr., *secretary*[189]	Charlotte	1-5-73	Pleasure of governor
	Winfield Scott Harvey, *secretary*[190]	Arden	12-3-73	Pleasure of governor
	Donald W. Beason, *secretary*[191]	Mount Airy	7-1-76	Pleasure of governor

CREDIT UNION COMMISSION[192]

1	Joe Carl Rowe	Hickory	8-30-74	7-14-75
4	Mrs. Hilda Hollifield Burnette	Marion	8-30-74	7-14-77
5	John Cephas Williams	Greensboro	8-30-74	7-14-77
6	W. Ed Greer	Raleigh	8-30-74	7-14-77

STATE BOARD OF ALCOHOLIC CONTROL[193]

1	Dr. L. C. Holshouser, *chairman*	Rockwell	1-12-73	Pleasure of governor
2	George L. Coxhead	Chapel Hill	1-12-73	Pleasure of governor
3	Marcus T. Hickman	Charlotte	1-12-73	Pleasure of governor

NORTH CAROLINA UTILITIES COMMISSION[194]

1	Tenney I. Deane, Jr., *chairman*	Raleigh	11-13-73	7-1-81
2	George T. Clark, Jr.	Raleigh	4-29-74	7-1-81
3	J. Ward Purrington	Raleigh	6-25-75	7-1-77
6	Barbara Anne Simpson	Charlotte	7-1-75	7-1-77
7	William Lester Teal, Jr.	Raleigh	7-1-75	7-1-77
4	W. Scott Harvey	Raleigh	7-1-76	7-1-77

EMPLOYMENT SECURITY COMMISSION[195]

1	Manfred Walter Emmrich, *chairman*	Charlotte	10-30-73	7-1-77
2	Thomas E. Allen	Thomasville	1-16-74	7-1-77
3	James H. Davis	Southport	1-16-74	7-1-77
4	Malon R. Smith	Charlotte	1-16-74	7-1-77
6	Charles Worth Brooks	Winston-Salem	2-17-76	7-1-79

188 See S.L., 1971, c. 864, s. 17; S.L., 1975, c. 709; G.S. 143A-171 through G.S. 143A-185 for provisions relating to the department. The head of the department is the secretary of commerce. S.L., 1971, c. 864, s. 17; G.S. 143A-171.

189 Succeeded George Irvin Aldridge.

190 Succeeded Tenney I. Deane, Jr., who was appointed to the Utilities Commission.

191 Succeeded Winfield Scott Harvey, who was appointed to the Utilities Commission. Beason had been deputy secretary of the department.

192 The Credit Union Commission consists of seven members appointed by the governor. Following initial staggered terms, members serve for four years. Members elect one of their members to serve as chairman for a term specified by the commission. S.L., 1971, c. 864, s. 17(12); S.L., 1973, c. 1254; S.L., 1975, c. 709, ss. 4-6; G.S. 143A-181.

193 The State Board of Alcoholic Control consists of a chairman and two associate members appointed by the governor to serve at his pleasure. S.L., 1971, c. 872, s. 1; 1971, c. 864, s. 17(4); G.S. 18A-14; G.S. 143A-173.

194 The North Carolina Utilities Commission consists of seven commissioners appointed by the governor subject to confirmation by the General Assembly in joint session. Various details are spelled out in the law. Members serving at the time the law was amended were to complete their terms; subsequent appointments are for eight years. The governor designates the chairman, who serves four years. S.L., 1971, c. 864, s. 17(5); S.L., 1975, c. 243, s. 3; S.L., 1975, c. 867, ss. 1, 2; G.S. 143A-174; G.S. 62-10.

195 The Employment Security Commission consists of seven members appointed by the governor for four-year terms. The chairman, appointed also by the governor for a four-year term, is not to engage in any other business, vocation, or employment. S.L., 1971, c. 864, s. 17(6); G.S. 96-3.

EMPLOYMENT SECURITY COMMISSION ADVISORY COUNCIL[196]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	John H. Brown	Mount Airy	12-15-76	
2	John Keith Greene	Newton	12-15-76	
3	James R. Thomas	Southern Pines	12-15-76	
4	Aubrey D. Hill	King	12-15-76	
5	Helen C. Sain	Lincolnton	12-15-76	
6	Dorothy W. Hurley	Greensboro	12-15-76	
7	Peter H. Gerns	Charlotte	12-15-76	

NORTH CAROLINA INDUSTRIAL COMMISSION[197]

2	Coy M. Vance	Kernersville	7-18-73	5-1-79
1	Robert S. Brown, *chairman*	Asheville	12-19-74	5-1-75
			6-18-75	5-1-81

COMMISSIONER OF BANKS[198]

1	John R. Tropman	Raleigh	7-2-76	4-1-79

STATE BANKING COMMISSION[199]

5	J. Kenneth Lee	Greensboro	8-15-73	4-1-77
6	R. R. Triplette	Winston-Salem	8-15-73	4-1-77
7	Robert H. Williams	Wilson	8-15-73	4-1-77
8	Colon Blake	Candor	8-15-73	4-1-77
9	James B. Culbertson	Winston-Salem	8-15-73	4-1-77
			7-23-75	4-1-79
10	Alfred T. Adams	Boone	8-15-73	4-1-77
11	Russell N. Barringer	Durham	8-15-73	4-1-77
12	Kenneth D. Thomas	Hickory	8-1-74	4-1-77
			7-23-75	4-1-79
1	N. K. Dickerson	Monroe	7-23-75	4-1-77
2	Lewis R. Holding	Raleigh	7-23-75	4-1-77
3	Henry Bond (Hank) Wilmer	Charlotte	7-23-75	4-1-79
4	Roger Lee Dillard, Jr.	Sylva	7-23-75	4-1-79
6	Paul Edward Fisher	Granite Quarry	7-23-75	4-1-77

SAVINGS AND LOAN COMMISSION[200]

1	James P. Marsh	Boone	1-14-74	8-22-77
5	John L. Holshouser, Jr.	Salisbury	1-14-74	8-22-77
6	Van G. Dickens	Fayetteville	1-14-74	8-22-77
2	Algernon Lee Butler, Jr.	Wilmington	8-14-75	7-14-79
3	Wayne Gilbert Church	North Wilkesboro	8-14-75	7-14-79

196 The governor appoints a State Advisory Council and local advisory councils consisting of an equal number of employer representatives and employee representatives "who may fairly be regarded as representative because of their vocation, employment, or affiliations, and have such members representing the general public as the Governor may designate." G.S. 96-4(e).

197 The North Carolina Industrial Commission consists of three full-time commissioners, including the chairman, who are appointed by the governor for six-year terms. S.L., 1971, c. 864, s. 17(7); G.S. 143A-176; G.S. 97-77.

198 The commissioner of banks is appointed by the governor for a four-year term; the appointment is confirmed by the Senate. S.L., 1971, c. 864, s. 17(8); G.S. 53-92.

199 The State Banking Commission consists of twelve members appointed by the governor to four-year terms; the state treasurer is an ex officio member. Details regarding representation are spelled out in the statute. S.L., 1971, c. 864, s. 17(8); G.S. 53-92.

200 The Savings and Loan Commission consists of seven members appointed by the governor for four-year terms. Members of the commission elect a chairman to serve for "such term as to be set forth in the bylaws of the Commission." S.L., 1971, c. 864, s. 17(10); S.L., 1975, c. 709, ss. 2, 3; G.S. 143A-178; G.S. 54-24.1.

SAVINGS AND LOAN COMMISSION (CONTINUED)

Position No.	Name of Appointee	Address	Date Appointed	Date of Expiration
4	Wilbert W. Seabock	Hickory	8-14-75	7-14-79
7	James H. Spearman	Greensboro	8-14-75	7-14-79

NORTH CAROLINA MILK COMMISSION[201]

6	Mrs. Lillian C. Woo	Raleigh	7-9-74	6-30-77
7	Martin C. Pannell	Newton	7-9-74	6-30-77
			5-13-75	6-30-77
4	Hamilton Cowles Horton, Jr., *chairman*	Winston-Salem	10-8-74	6-30-78
5	Branch Lilly	Norwood	10-8-74	6-30-78
1	Danya Hardwick Yon	Charlotte	5-13-75	6-30-77
3	Oren Judson Heffner	Mocksville	5-13-75	6-30-77
2	Wade H. Hargrove	Raleigh	1-19-76	6-30-77

NORTH CAROLINA CEMETERY COMMISSION[202]

1	R. Wilbur Hartman, Sr.	Walkertown	9-15-75	6-30-76
			9-15-76	6-30-80
2	Ray Thomas Long	Statesville	9-15-75	6-30-77
3	Ed M. McKnight	Clemmons	9-15-75	6-30-77
			9-15-76	6-30-80
4	Henry James, Jr.	Charlotte	9-15-75	6-30-76
2	Carl W. Porter	Sylva	9-15-76	6-30-77

MUTUAL BURIAL ASSOCIATION COMMISSION[203]

1	P. B. Wood, Jr.	Benson	3-18-74	6-30-77
1	Dennis W. Moody, Sr.	Mt. Airy	8-23-76	12-4-80

NORTH CAROLINA RURAL ELECTRIFICATION AUTHORITY[204]

5	Robert G. Holden	Robbins	10-3-73	6-5-77
1	Worthy Blaine Teague, Jr.	Liberty	5-22-74	6-5-77
2	William Elmer Miller	Blowing Rock	5-22-74	6-5-77
3	Donald Ray Beason, *chairman*	Raleigh	5-22-74	6-5-77
4	Lester Clyde Babson	Freeland	9-17-75	6-5-79
3	Fred R. Keith	Lumberton	6-30-76	6-5-79

201 The North Carolina Milk Commission consists of ten members, three of whom are appointed by the governor, two of whom are appointed by the lieutenant governor, two of whom are appointed by the speaker of the House, and three of whom are appointed by the commissioner of agriculture. Members represent specified interests. Following initial staggered terms, members are appointed for four years. Terms of members serving on the North Carolina Milk Commission expired when the 1975 law became effective (thirty days after ratification, which occurred on March 27, 1975), and new appointments were made. Members annually elect a chairman from their membership. S.L., 1975, c. 78; G.S. 106-266.7.

202 The North Carolina Cemetery Association consists of seven members appointed by the governor. Requirements regarding qualifications for membership and provision for initial staggered terms are included in the law. Subsequent appointments are for four years. The commission elects a chairman and a vice-chairman from the membership. S.L., 1975, c. 768; G.S. 65-50.

203 The North Carolina Mutual Burial Association Commission is composed of five members, one of whom is appointed by the governor for a term of five years. The commission elects its own chairman. Provision was made for initial members to be certain persons serving on the commission on the date the law was amended; detailed requirements regarding membership and the appointment of successor members are contained in the law. S.L., 1975, c. 837; G.S. 58-241.7, 241.8.

204 The North Carolina Rural Electrification Authority consists of five members appointed by the governor. Members serving at the time the law was amended were to complete their terms. Subsequent appointments are for four years. Members elect their chairman from the membership. S.L., 1975, c. 709, s. 7; G.S. 117-1, 4.

DEPARTMENT OF REVENUE[205]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
	J. Howard Coble, *secretary*[206]	Greensboro	6-8-73	Pleasure of governor

PROPERTY TAX COMMISSION[207]

2	Robert C. Black	Blowing Rock	10-15-73	7-1-77
3	N. D. McNairy, *chairman*	Greensboro	10-15-73	7-1-77
3	Robert V. Suggs, *chairman*	Greensboro	5-30-75	7-1-77
1	Paul L. Whitfield	Charlotte	8-21-75	7-1-79
2	Chester Chidlow Davis	Winston-Salem	5-26-76	7-1-79

DEPARTMENT OF CULTURAL RESOURCES[208]

	Mrs. Grace Jemison Rohrer, *secretary*[209]	Winston-Salem	1-5-73	Pleasure of governor

NORTH CAROLINA ART COMMISSION[210]

6	Jeanne Rauch	Gastonia	9-12-73	7-1-78
5	Edwin M. Gill	Raleigh	7-23-74	7-1-80
7	Dr. Emily Farnham	Greenville	7-23-74	7-1-80
			12-15-76	7-1-82
9	W. Eugene Johnston III	Greensboro	7-23-74	7-1-76
8	Lee Bronson	Beverly Hills	12-15-76	7-1-82
10	Thomas S. Kenan III	Chapel Hill	12-15-76	7-1-82
11	Mrs. James H. Semans	Durham	12-15-76	7-1-82

NORTH CAROLINA HISTORICAL COMMISSION[211]

6	Dr. Frontis W. Johnston	Davidson	2-25-74	3-31-79
7	J. C. Knowles	Raleigh	2-25-74	3-31-79
4	Robert Max Lineberger	Morganton	6-9-75	3-31-81
5	Dr. Helen G. Edmonds	Durham	6-9-75	3-31-81

205 See S.L., 1971, c. 864, s. 18; S.L., 1973, c. 476, ss. 184-194; G.S. 143B-217 through G.S. 143B-225 for provisions relating to the Department of Revenue. The head of the department is the secretary of revenue. S.L., 1973, c. 476, s. 187; G.S. 143B-220.

206 Succeeded G. Andrew Jones, Jr.

207 The Property Tax Commission consists of five members, with three appointed by the governor and one each by the lieutenant governor and the speaker of the House. The initial members were those serving on the State Board of Assessment at the time the law was amended; their service was for the duration of their original terms. Provision was made for staggered terms to be followed by appointments for four years. The chairman is designated by the governor from the membership. S.L., 1973, c. 476, s. 190; G.S. 143B-223.

208 See S.L., 1971, c. 864, s. 19, and S.L., 1973, c. 476, ss. 29-33 for provisions relating to the Department of Cultural Resources. Known initially as the Department of Art, Culture and History, the name of the agency was changed to Department of Cultural Resources by the 1973 General Assembly. Provisions relating to the Department of Cultural Resources will be found in G.S. 143B-49 through G.S. 143B-115. The head of the department is the secretary of cultural resources. S.L., 1973, c. 476, s. 32; G.S. 143B-52.

209 Succeeded Samuel Talmadge Ragan.

210 The Art Commission consists of eleven members appointed by the governor, four of whom are appointed upon nomination of the State Art Society. After initial staggered terms, members are appointed for six-year terms. Various provisions are spelled out in the law. S.L., 1973, c. 476, s. 35; G.S. 143B-55.

211 The North Carolina Historical Commission replaced the Executive Board of the Department of Archives and History; members of the board served as initial members of the commission each for a period equal to his or her term on the board. Their successors serve six-year terms. The governor appoints seven members and selects the chairman. Requirements as to qualifications of members are specified in the law. S.L., 1973, c. 476, ss. 45, 46; G.S. 143B-63, 64.

PUBLIC LIBRARIAN CERTIFICATION COMMISSION[212]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
2	Dr. Annette L. Phinazee	Durham	9-17-73	6-30-77
3	Mrs. Mary Alice Warren, *chairman*	Winston-Salem	9-17-73	6-30-77

TRYON PALACE COMMISSION[213]

3	Mrs. Dorothy McNair Tyler	Kinston	9-18-74	
10	Mrs. Dora Little Kitchin	Wadesboro	9-18-74	
11	Mrs. Elinor D. Hawkins	Cove City	9-18-74	
17	George A. Ives, Jr.	New Bern	9-18-74	
19	Mrs. William S. R. Beane III	Wrightsville Beach	9-18-74	
20	Mrs. Jean Williams Prevost	Tryon	9-18-74	
23	Dr. Rick A. Moore	New Bern	12-12-74	
6	Gertrude S. Carraway	New Bern	9-27-76	

U.S.S. NORTH CAROLINA BATTLESHIP COMMISSION[214]

1	Mrs. Kent Hill Graham,		4-18-74	4-4-75
	vice-chairman	Winston-Salem	9-12-75	4-4-77
2	Mrs. Florence S. Hutchins	Winston-Salem	4-18-74	4-4-75
			9-12-75	4-4-77
3	Mrs. Eleanor Wood Dixson	Goldsboro	4-18-74	4-4-75
			9-12-75	4-4-77
4	Richard Chandler Henry	New Bern	4-18-74	4-4-75
			9-12-75	4-4-77
5	Mrs. Sandra Carroll Matthews	Dunn	4-18-74	4-4-75
			9-12-75	4-4-77
6	Mrs. Priscilla Bergamini, *secretary*	Wilmington	4-18-74	4-4-75
			9-12-75	4-4-77
7	Dr. William N. Still	Greenville	4-18-74	4-4-75
			9-12-75	4-4-77
8	Capt. Ben W. Blee, *chairman*	Jacksonville	4-18-74	4-4-75
			9-12-75	4-4-77
9	James Allen Crockett, Jr.	Matthews	4-18-74	4-4-75
			9-12-75	4-4-77
10	John Welborn Plummer	Asheboro	4-18-74	4-4-75
			9-12-75	4-4-77
11	James W. Bowden	Dudley	4-18-74	4-4-75
			9-12-75	4-4-77
12	Joseph L. (Larry) Long	Laurinburg	4-18-74	4-4-75
			9-12-75	4-4-77
13	Jack H. Spain	Greenville	4-18-74	4-4-75
			9-12-75	4-4-77
14	Algernon L. Butler, *treasurer*	Wilmington	4-18-74	4-4-75
			9-12-75	4-4-77

212 The Public Library Certification Commission is made up of five members, three ex officio plus one who is appointed by the governor upon nomination of the North Carolina Library Association and one who is appointed by him as a member at large; the members serve four-year terms. The governor designates the chairman. S.L., 1973, c. 476, ss. 50-51; G.S. 143B-68, 69.

213 The Tryon Palace Commission consists of twenty-five members appointed by the governor and four ex officio members: the attorney general, the secretary of the Department of Natural and Economic Resources or his designee, the mayor of New Bern, and the chairman of the Craven County Commissioners. The law does not specify the term of the appointees. S.L., 1973, c. 476, s. 55; G.S. 143B-72.

214 The U.S.S. North Carolina Battleship Commission consists of not more than fifteen members including the secretary of the Department of Natural and Economic Resources, who serves ex officio. Members serving at the time the law was amended finished out their terms as the initial members of the new commission. Terms are for two years. S.L., 1973, c. 476, s. 58; G.S. 143B-74.

SIR WALTER RALEIGH MEMORIAL COMMISSION[215]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Mrs. Ruth Amburgey Adams, *chairman*	Raleigh	9-16-74	6-30-79
2	Jack Alphin	Cary	9-16-74	6-30-77
3	Thomas Michael Budd	Siler City	9-16-74	6-30-79
4	J. D. Dudley	Clinton	9-16-74	6-30-75
			9-3-75	6-30-81
5	Mrs. Lillian S. Ellis	Durham	9-16-74	6-30-79
6	Robert Bailey Farrington	Raleigh	9-16-74	6-30-77
7	Mrs. Shirley Tucker Fields	Burlington	9-16-74	6-30-75
			9-3-75	6-30-81
8	Charles Gregory	Raleigh	9-16-74	6-30-77
9	Dr. William Alonzo Hoover	Murphy	9-16-74	6-30-77
10	Leawon F. Johnson	Smithfield	9-16-74	6-30-75
			9-3-75	6-30-81
11	Mrs. Martha Krayer Johnson	Durham	9-16-74	6-30-75
			9-3-75	6-30-81
12	Robert Lanham Kirby	Raleigh	9-16-74	6-30-79
13	Mrs. Marie Lanford	Winston-Salem	9-16-74	6-30-77
14	Mack A. Moore, Jr.	Raleigh	9-16-74	6-30-75
			9-3-75	6-30-81
15	Mrs. William I. Proctor	Raleigh	9-16-74	6-30-75
16	Mrs. Lucille Mitchell Schwartz	Greensboro	9-16-74	6-30-75
17	Oscar S. Smith, Jr.	Raleigh	9-16-74	6-30-77
18	Mrs. Sheree Stone	Carrboro	9-16-74	6-30-77
19	William J. Stuckey	Raleigh	9-16-74	6-30-79
20	Andrew James Turner	Raleigh	9-16-74	6-30-79
21	Ted Henson	Henderson	10-2-74	6-30-77
15	Erica J. (Ricki) Grantmyre	Greenville	9-3-75	6-30-81
16	James Douglas Panton	Raleigh	9-3-75	6-30-81

EXECUTIVE MANSION FINE ARTS COMMITTEE[216]

1	Mrs. James E. Holshouser, Jr.	Raleigh	1-10-74	6-30-76
2	Paul Hunt Broyhill	Lenoir	1-10-74	6-30-77
3	Robert A. Harris	Eden	1-10-74	6-30-77
4	Mary Tilghman Pope	Dunn	1-10-74	6-30-77
5	Mrs. Willis Smith, Jr.	Raleigh	1-10-74	6-30-77
13	Stella Rutledge Thurston (Mrs. Doc Jones, Jr.)	Charlotte	11-7-74	6-30-78
14	Maelee Page Barringer (Mrs. Russell N.)	Durham	11-7-74	6-30-78
15	R. W. (Bud) Wilkerson III	Charlotte	11-7-74	6-30-78
16	Grace J. Rohrer	Raleigh	11-7-74	6-30-78
9	Chalmers Davidson	Davidson	12-10-75	6-30-79
10	Mrs. C. C. Hope, Jr.	Charlotte	12-10-75	6-30-79
11	Betty Dunn Pugh (Mrs. Richard)	Asheboro	12-10-75	6-30-79
12	Henry A. Foscue	High Point	12-10-75	6-10-79

215 Twenty-one members appointed by the governor serve on the Sir Walter Raleigh Memorial Commission. Following initial staggered terms, members are appointed for six years. The governor designates the chairman. S.L., 1973, c. 476, ss. 61-62; G.S. 143B-76, 77.

216 The Executive Mansion Fine Arts Committee consists of sixteen members appointed by the governor who serve four-year terms. Members serving on the commission at the time the Fine Arts Committee was enacted into law continued to serve for the duration of their terms on the commission; appointments of their successors are for four years. S.L., 1973, c. 476, s. 66; G.S. 143B-80.

NORTH CAROLINA AMERICAN REVOLUTION BICENTENNIAL COMMITTEE[217]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
18	Ernst W. Greup	Durham	3-5-74	3-21-78
19	Mrs. Mary Jane Garner	Chapel Hill	3-5-74	3-21-78
20	Robert G. Kellogg	Winston-Salem	3-5-74	3-21-78
21	Armistead J. Maupin	Raleigh	3-5-74	3-21-78
22	Mrs. Ethelyn Arch Conseen	Cherokee	3-5-74	3-21-78
14	C. Orville Light	Eden	12-2-75	3-21-80
15	Hector MacLean, *chairman*	Lumberton	12-2-75	3-21-80
16	Larry Richard Clark	Morganton	12-2-75	3-21-79
17	Eugene Price	Goldsboro	12-2-75	3-21-79

NORTH CAROLINA AWARDS COMMITTEE[218]

5	Dr. Wellington B. Gray	Greenville	5-15-73	
1	Mrs. Oliver Rowe, *chairman*	Charlotte	3-12-74	
2	Dr. George W. Pearsall	Durham	3-12-74	
3	Dr. J. Archie Hargraves	Raleigh	3-12-74	
4	Richard Maxwell	Greensboro	3-12-74	

NORTH CAROLINA ARTS COUNCIL[219]

17	Mrs. C. Wallace Jackson	Fayetteville	3-26-74	6-30-76
18	William Allen Fones	Greensboro	3-26-74	6-30-76
19	Reuben Teesatuskie	Cherokee	3-26-74	6-30-76
20	Mrs. Germaine Calhoun Culbertson	Winston-Salem	3-26-74	6-30-76
21	Mrs. William P. Davis	Southern Pines	3-26-74	6-30-76
22	Francis Speight	Greenville	3-26-74	6-30-76
23	Mrs. Tommie M. Young	Durham	3-26-74	6-30-76
24	Ronald Joseph Knouse	Lenoir	3-26-74	6-30-76
9	Mrs. Ruth D. Bell	Rutherfordton	8-19-74	6-30-77
10	Richard Calvert	Charlotte	8-19-74	6-30-77
11	Robert Glenn Cole	Brevard	8-19-74	6-30-77
12	Edward O. Hill	Winston-Salem	8-19-74	6-30-77
13	Robert Joseph Mack	Wilmington	8-19-74	6-30-77
14	Mrs. Milton Reynolds Pollock	Kinston	8-19-74	6-30-77
15	Mrs. Elinor Henderson Swaim	Salisbury	8-19-74	6-30-77
16	Loren David Packer	Asheville	8-19-74	6-30-77

217 The North Carolina American Revolution Bicentennial Committee consists of twenty-five members, twenty-two appointed by the governor and the following ex officio members: secretary of the Department of Natural and Economic Resources or designee, superintendent of public instruction or designee, and state regent of the DAR. Nine members shall be members of North Carolina college and university history faculties. Members of the American Revolution Bicentennial Commission, serving at the time the law was amended, served as the initial members of the committee for the duration of the original appointments. Following initial staggered terms of new appointees, terms are for five years. The governor designates the chairman, who serves in such capacity at his pleasure. S.L., 1973, c. 476, s. 69; G.S. 143B-82.

218 The North Carolina Awards Committee is made up of five members appointed by the governor to serve at his pleasure. S.L., 1973, c. 476, s. 72; G.S. 143B-84.

219 The North Carolina Arts Council is composed of twenty-four members appointed by the governor. Persons serving on the council prior to passage of the new law were to continue to serve as initial members of the new council, completing their original terms. Their successors serve three-year terms. The governor designates the chairman, who serves at his pleasure. S.L., 1973, c. 476, s. 78; G.S. 143B-88.

BOARD OF DIRECTORS OF THE NORTH CAROLINA STATE ART SOCIETY, INCORPORATED[220]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Harry Dalton	Charlotte	8-26-74	7-1-77
2	Samuel D. Bissette	Wilmington	8-26-74	7-1-77
3	Mrs. Sue Tucker Briggs	Raleigh	8-26-74	7-1-77
4	Mrs. Allene Broyhill Stevens	Lenoir	8-26-74	7-1-77

STATE LIBRARY COMMITTEE[221]

4	Guy H. Carswell	Winston-Salem	3-14-74	7-1-79
5	Barbara Keleher	Asheville	3-14-74	7-1-79
6	William S. Hiatt	Mt. Airy	3-14-74	7-1-75
3	Julia Lowery Hall	Statesville	8-15-75	7-1-81
6	Richard J. Bryan	Jefferson	8-15-75	7-1-81

EDENTON HISTORICAL COMMISSION[222]

7	Mrs. Angeline W. Wright	Edenton	9-11-74	Pleasure of governor
9	Ms. Vivian L. Sanders	Fayetteville	9-11-74	Pleasure of governor
10	Mrs. Judy Earnhardt	Edenton	9-11-74	Pleasure of governor
31	Mrs. Lindsay Hornthal	Edenton	9-11-74	Pleasure of governor
39	Thomas Benbury Wood	Raleigh	9-11-74	Pleasure of governor
40	Nancy M. Ferebee (Mrs. H. Clay III)	Camden	9-11-74	Pleasure of governor
41	Terrence Boyle	Edenton	9-11-74	Pleasure of governor
42	Frances D. Inglis (Mrs. David Ross)	Edenton	9-11-74	Pleasure of governor
43	William Whitfield Shaw	Rocky Mount	9-11-74	Pleasure of governor
44	Mrs. Norma L. De St. Aubin	Siler City	9-11-74	Pleasure of governor
45	Mrs. Gail Daughtry	Raleigh	9-11-74	Pleasure of governor
46	Durward T. Stokes	Graham	9-11-74	Pleasure of governor
47	Mrs. Mary Davidson	Winston-Salem	9-11-74	Pleasure of governor
48	Mrs. Shirley T. Spaeth	Elizabeth City	9-11-74	Pleasure of governor

220 The governor appoints four of the sixteen directors of the North Carolina State Art Society; four are ex officio: the governor, the superintendent of public instruction, the treasurer, and the chairman of the Art Committee of the "North Carolina Federation of the Woman's Club"; and the remaining eight are chosen by members of the North Carolina Art Society. The four named by the governor serve for four years. S.L., 1973, c. 476, s. 80; G.S. 143B-89.

221 The State Library Committee is composed of six members appointed by the governor and the president of the North Carolina Library Association. Persons serving on the Library Board of Trustees, which was superseded by the State Library Committee, continued to serve as the initial members of the committee, holding office for the duration of their original terms. Subsequent appointments are for six years. The governor designates a chairman, who serves at his pleasure. S.L., 1973, c. 476, s. 83; G.S. 143B-91.

222 The Edenton Historical Commission consists of not less than twenty-five members appointed by the governor plus the following ex officio members: mayor of Edenton, chairman of the Chowan County Commissioners, and the secretary of cultural resources or designee. Members of the Edenton Historical Commission, current when the law was amended, were to comprise the initial commission, serving at the pleasure of the governor. S.L., 1973, c. 476, s. 93; G.S. 143B-98.

HISTORIC BATH COMMISSION[223]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
7	John A. Wilkinson	Washington	9-19-74	6-30-76
			9-27-76	6-30-81
16	Capt. Henry C. Bridgers, *chairman*	Tarboro	9-19-74	6-30-79
17	Mrs. William P. Mayo	Washington	9-19-74	6-30-78
18	Alethia C. Anderson (Mrs. J. J.)	Bath	9-19-74	6-30-79
19	Wilton W. Smith, Jr.	Raleigh	9-19-74	6-30-79
20	Robert Derosett	Belhaven	9-19-74	6-30-79
21	Harry McMullan	Washington	9-19-74	6-30-79
22	Dr. Herbert R. Paschal	Greenville	9-19-74	6-30-78
23	Daniel Murray Paul	Atlanta	9-19-74	6-30-78
24	Dr. W. T. Ralph	Belhaven	9-19-74	6-30-78
25	Ophelia Dixon (Mrs. Harvey, Jr.)	Washington	9-19-74	6-30-78
2	Milo L. Gibbs	Washington	11-3-75	6-30-77
11	James B. McMullan	Washington	11-3-75	6-30-80
12	Barbara Gee (Kitty) Williams	Wilson	11-3-75	6-30-80
13	Mary Hassell Vandorp	Washington	11-3-75	6-30-80
14	Frances Morgan Roberson (Mrs. M. R., Jr.)	Washington	11-3-75	6-30-80
15	William M. Zachman	Washington	11-3-75	6-30-80
6	Dr. Ira May Hardy	Greenville	9-27-76	6-30-81
8	Vonnie Satchwell Marsh	Bath	9-27-76	6-30-81
9	Frances Ratcliff	Pantego	9-27-76	6-30-81
10	Mrs. W. Arthur Tripp	Greenville	9-27-76	6-30-81

HISTORIC HILLSBOROUGH COMMISSION[224]

23	Dr. Ronald G. Witt	Hillsborough	8-13-74	10-1-79
24	Mrs. Saragene G. Boericke	Hillsborough	8-13-74	10-1-79
25	Evelyn Lloyd	Hillsborough	8-13-74	10-1-79
26	Jack Martin	Hillsborough	8-13-74	10-1-79
27	Ray Montgomery	Hillsborough	8-13-74	10-1-79
28	H. Marion Clark	Hillsborough	8-13-74	10-1-79
29	E. Wilson Cole	Hillsborough	8-13-74	10-1-79
19	Dr. Charles H. Blake	Hillsborough	8-13-74	10-1-79
20	Dr. Henry W. Moore	Hillsborough	8-13-74	10-1-79
21	Dr. Robert J. Murphy, Jr.	Hillsborough	8-13-74	10-1-79
22	George Watts Hill	Durham	8-13-74	10-1-79
10	Paul Reid Williams	Hillsborough	10-15-75	10-1-81
11	Mrs. Alfred G. Engstrom	Chapel Hill	10-15-75	10-1-81
12	Minerva Van Kenyon	Hillsborough	10-15-75	10-1-81
13	Mrs. Quentin W. Patterson	Hillsborough	10-15-75	10-1-81
14	John Randolph Riley	Raleigh	10-15-75	10-1-81
15	Geneva Williams Warren	Prospect Hill	10-15-75	10-1-81

223 The Historic Bath Commission consists of twenty-five members appointed by the governor plus the following ex officio members: mayor of Bath, chairman of the Beaufort County Commissioners, and secretary of cultural resources or designee. Members of the Historic Bath Commission current when the law was amended were to comprise the initial commission and were to serve until their original terms expired. Subsequent appointments are for five years. S.L., 1973, c. 476, s. 98; G.S. 143B-102.

224 The Historic Hillsborough Commission consists of not fewer than twenty-five members appointed by the governor plus the following ex officio members: mayor of Hillsborough, chairman of the Orange County Commissioners, Orange County register of deeds, Orange County clerk of superior court, and secretary of cultural resources or designee. Members of the Historic Hillsborough Commission, current when the law was amended, were to comprise the initial commission and were to serve until their original terms expired. Subsequent appointments are for six years. S.L., 1973, c. 476, s. 103; G.S. 143B-106.

HISTORIC HILLSBOROUGH COMMISSION (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
16	Grady Anderson Brown	Hillsborough	10-15-75	10-1-81
17	Alonzo Brown Coleman, Jr.	Hillsborough	10-15-75	10-1-81
18	Mrs. David W. Allen	Hillsborough	10-15-75	10-1-81

HISTORIC MURFREESBORO COMMISSION[225]

15	Mrs. Lindsay Smith Newsom	Roanoke Rapids	12-20-74	3-7-75
	(Mrs. M. C. III)		12-15-75	3-7-80
19	James Elliott Moore	Ahoskie	12-20-74	3-7-79
20	James Earl Dilday	Murfreesboro	12-20-74	3-7-79
21	Howard Clyde Simmons	Woodland	12-20-74	3-7-79
22	William Shurley Vann	Alexandria	12-20-74	3-7-79
23	Guy J. Revelle, Jr.	Murfreesboro	12-20-74	3-7-79
24	Mrs. Betty Jane Viser	Ahoskie	12-20-74	3-7-79
25	Charles Lewis Price	Greenville	12-20-74	3-7-78
26	Mrs. Mary Burkette	Ahoskie	12-20-74	3-7-78
27	H. L. Evans, Jr.	Murfreesboro	12-20-74	3-7-78
28	Mrs. Rosalie L. Hollomon	Ahoskie	12-20-74	3-7-78
29	Dr. Thomas C. Parramore	Raleigh	12-20-74	3-7-78
30	Mrs. Elaine Tayloe Kirkland	Aulander	12-20-74	3-7-78
13	Dr. Alvin Arthur Fahrner	Greenville	12-15-75	3-7-80
14	Frank Marshall Kimbrough	Roxboro	12-15-75	3-7-80
16	James W. Hill III	Elizabethtown	12-15-75	3-7-80
17	Barbara (Bobbie) Gillam (Mrs. John B., III)	Windsor	12-15-75	3-7-80
18	Harry L. Thompson	Windsor	12-15-75	3-7-80
7	Walter C. Lackey	Murfreesboro	6-4-76	3-7-81
8	Roberts H. Jernigan, Jr.	Ahoskie	6-4-76	3-7-81
9	John W. Parker	Chapel Hill	6-4-76	3-7-81
10	Mrs. Lillian Robinson	Littleton	6-4-76	3-7-81
11	Harry W. Whitley	Murfreesboro	6-4-76	3-7-81
12	Mrs. Dorothy Heath Brown, *chairman*	Murfreesboro	6-4-76	3-7-81

JOHN MOTLEY MOREHEAD MEMORIAL COMMISSION[226]

1	Margaret T. Craig (Mrs. S. J., Jr.)	Tryon	9-30-74	7-1-79
8	Elaine Stoops (Mrs. Nelson)	Greensboro	9-30-74	7-1-79
9	Judy Beaver (Mrs. Thomas J.)	High Point	9-30-74	7-1-79
5	Mary Lee Risdon	High Point	1-3-77	7-1-82
6	Mary Elizabeth Irvin	Greensboro	1-3-77	7-1-82
7	Mrs. Charles M. Hassell	Greensboro	1-3-77	7-1-82

225 The Historic Murfreesboro Commission consists of thirty members appointed by the governor plus the following ex officio members: mayor of Murfreesboro, chairman of the Hertford County Commissioners, president of Chowan College, and secretary of cultural resources or designee. Members of the Historic Murfreesboro Commission, current when the law was amended, were to comprise the initial commission and were to serve until their original terms expired. Subsequent appointments are for five years. S.L., 1973, c. 476, s. 108; G.S. 143B-110.

226 The John Motley Morehead Memorial Commission consists of nineteen members: nine appointed by the governor, three appointed by the Guilford County Commissioners, three appointed by the City Council of Greensboro, and ex officio: secretary of natural and economic resources or designee, superintendent of public instruction or designee, state treasurer or designee, and secretary of cultural resources or designee. Members of the John Motley Morehead Memorial Commission, current when the law was amended, were to comprise the initial commission and were to serve until their original terms expired. Subsequent appointments are for six years. S.L., 1973, c. 476, s. 114; G.S. 143B-115.

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS[227]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
	John Jarvis Tolson, *secretary*[228]	Raleigh	3-5-73	Pleasure of governor
	VETERANS AFFAIRS COMMISSION[229]			
1	Benjamin B. Halterman, *chairman*	Wilmington	1-9-74	5-16-77
4	James Marshall Gibson	Fayetteville	9-23-74	5-16-78
5	Charles Robert Cagle	Hickory	9-23-74	5-16-79
2	Roy P. Quinn	Asheville	1-6-77	5-16-81
3	Billy Ray Cameron	Sanford	1-6-77	5-16-80
	ENERGY POLICY COUNCIL[230]			
1	William S. Lee, Sr.	Charlotte	10-14-75	1-31-77
2	Joseph E. Sandlin	Lumberton	10-14-75	1-31-77
3	William H. Weatherspoon	Raleigh	10-14-75	1-31-77
4	Dr. Edward W. Erickson	Raleigh	10-14-75	1-31-77
5	Charles H. Taylor	Brevard	10-14-75	1-31-77
6	John H. Isenhour, Jr.	Salisbury	10-14-75	1-31-77
7	William E. Morrow	Winston-Salem	10-14-75	1-31-77
	MILITARY AIDES-DE-CAMP[231]			
1	Capt. Johnny Reece Byrd	Raleigh	2-7-74	
2	Capt. Ronnie E. Creasman	Raleigh	2-7-74	
3	Capt. Mickey L. Hutchins	Raleigh	2-7-74	
4	Capt. Diane Orr	Raleigh	2-7-74	
5	Capt. Gary H. Pendleton	Raleigh	2-7-74	
6	Col. Russell H. Powers	St. Pauls	2-7-74	
7	Capt. Jack M. Ragan, Jr.	Raleigh	2-7-74	
8	Frederick G. Richardson	Durham	2-7-74	
9	Nathaniel H. Robb, Jr.	Raleigh	2-7-74	
10	Capt. Russell Clark	Apex	2-7-74	
10	Jaylon Paul Jones	Benson	10-31-75	

227 See S.L., 1973, c. 620; G.S. 143B-246 through G.S. 143B-253 for provisions relating to the Department of Military and Veterans Affairs. The head of the department is the secretary of military and veterans affairs. S.L., 1973, c. 620, s. 4; G.S. 143B-249.

228 Succeeded John Albert Lang, Jr.

229 The Veterans Affairs Commission consists of five members appointed by the governor for five-year terms; all members must be veterans. Initial members were to be the appointed members of the State Board of Veterans Affairs who were serving at the time the law was amended; they were to serve for the duration of their original terms. Subsequent appointments are for five years. The governor designates a member of the commission to serve at his pleasure as chairman. S.L, 1973, c. 620, s. 8; G.S. 143B-253.

230 The Energy Policy Council consists of fourteen members, two of whom are members of the House of Representatives appointed by the speaker; two of whom are members of the Senate appointed by the president of the Senate; seven who are public members appointed by the governor; and the chairman of the North Carolina Utilities Commission, the secretary of the Department of Natural and Economic Resources, and the commissioner of agriculture. Initial appointments were for two years; thereafter, those appointed from the legislature serve two-year terms and those appointed by the governor serve four-year terms. Required qualifications are specified. The governor designates one of the members to serve as chairman every four years. S.L., 1975, c. 877, s. 4; G.S. 113B-3.

231 The governor may detail not more than ten active members of the National Guard and two active Naval Militia members to perform duties as aides-de-camp on the governor's personal staff. S.L., 1975, c. 604, s. 2; G.S. 127A-18.

OTHER AGENCIES, REGIONAL BODIES, AND MISCELLANEOUS STATUTORY BODIES[232]

STATE BOARD OF ELECTIONS[233]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	L. H. Jones	Mt. Airy	8-1-73	5-1-77
2	Jerry S. Alvis	Raleigh	8-1-73	5-1-77
3	Lee C. Smith	Raleigh	8-1-73	5-1-77
4	James R. Vosburgh	Washington	8-1-73	5-1-77
5	W. J. Waggoner	Charlotte	8-1-73	5-1-77
2	Hugh Mal Wilson, *chairman*	Lenoir	10-1-74	5-1-77

ADVISORY BUDGET COMMISSION[234]

1	Harry S. Bagnal	Winston-Salem	7-9-73	
2	Charles Jonas, Sr.	Lincolnton	7-9-73	
3	Laurence A. Cobb	Charlotte	6-21-74	
4	George Rountree III	Wilmington	6-21-74	
2	Thomas Cass Ballenger	Hickory	5-27-75	

NORTH CAROLINA ALCOHOLISM RESEARCH AUTHORITY[235]

1	L. C. Bruce	Raleigh	1-29-74	2-1-80
2	George Carl Edmonds, *chairman*	Apex	1-29-74	2-1-80
3	Dr. Philip G. Nelson	Greenville	1-29-74	2-1-80
5	Dr. George L. Maddox, Jr.	Durham	1-29-74	2-1-78
6	Mrs. Theophinia Couchell Robinson	Charlotte	1-29-74	2-1-78
7	Dr. Curtis R. Lashley	Greensboro	1-29-74	2-1-76
			2-27-76	2-1-82
8	Dr. Fred W. Ellis	Chapel Hill	1-29-74	7-1-76
			2-27-76	2-1-82
9	Dr. Augustus M. Witherspoon	Raleigh	1-29-74	2-1-76
			2-27-76	2-1-82
4	Robert H. Lacey	Newland	1-29-74	2-1-78

COMMISSION FOR THE STUDY OF THE LAWS OF THE STATE PERTAINING TO THE SALE, POSSESSION AND CONSUMPTION OF INTOXICATING LIQUOR[236]

1	Don M. Pendleton	Lincolnton	7-1-73	1-00-75
2	Ed M. McKnight	Winston-Salem	7-1-73	1-00-75
3	Laurence A. Cobb	Charlotte	7-1-73	1-00-75

232 The governor is required by law to make appointments to numerous other bodies not included in the reorganization legislation. Some of these are regional groups to which he appoints one or more North Carolinians.

233 The State Board of Elections, formerly placed under the Department of the Secretary of State, was made an independent agency in 1974. S.L., 1971, c. 864, s. 4(5); S.L., 1973, c. 1409; G.S. 143A-22; G.S. 163-19.2. The board consists of five members, no more than three of whom shall be of the same political party, appointed by the governor for four years. G.S. 163-19.

234 The Advisory Budget Commission is composed of the chairman of the Appropriations and Finance committees of the House and of the Senate, two other senators appointed by the president of the Senate, two other representatives appointed by the speaker of the House, and four other persons appointed by the governor. The length of term is not specified in the law. S. L., 1973, c. 820, s. 1; G.S. 143-4.

235 The North Carolina Alcoholism Research Authority consists of nine members appointed by the governor. Following initial staggered terms, members serve for six years. The board elects its chairman, and the director of the Center for Alcohol Studies of the University of North Carolina at Chapel Hill serves as ex officio executive secretary. S.L., 1973, c. 682, ss. 1, 2; G.S. 122-120.

236 The Commission for the Study of the Laws of the State Pertaining to the Sale, Possession and Consumption of Intoxicating Liquor is composed of eleven members, four of whom are appointed by the speaker of the House, four by the president of the Senate, and three by the governor. A chairman is designated by the joint approval of the speaker and the president. Various details with regard to the makeup of the commission are included in the resolution. Reports were to be transmitted to the 1974 and 1975 legislatures. S.L., 1973, res. 114.

DISCIPLINARY HEARING COMMISSION OF THE NORTH CAROLINA STATE BAR[237]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Kenyon B. Zahner, Jr.	Hickory	10-21-75	6-30-76
			7-23-76	6-30-79
2	Mary Alice Warren	Winston-Salem	10-21-75	6-30-77
3	R. Powell Majors	Charlotte	10-21-75	6-30-78

CRIME STUDY COMMISSION[238]

7	Rep. Frances F. Tomlin	Concord	11-29-73	6-30-75
8	Rep. Leroy P. Spoon, Jr.	Charlotte	11-29-73	6-30-75
			10-20-75	6-30-77
9	Rep. W. Frank Redding III	Asheboro	11-29-73	6-30-75
			10-20-75	6-30-77
7	George M. Holmes	Yadkinville	10-20-75	6-30-77

EASTERN CAROLINA REGIONAL HOUSING AUTHORITY[239]

1	Chester B. Alligood, Jr.	Godwin	2-26-76	4-10-80

STATE EDUCATION ASSISTANCE AUTHORITY[240]

1	William L. Burns, Jr.	Durham	12-27-76	1-18-80
2	Edwin C. Baker	Raleigh	12-27-76	1-18-80
3	Richard Steve Gabriel	Boone	12-27-76	1-18-79
4	H. Edmunds White	Davidson	12-27-76	1-18-79
5	Victor E. Bell, Jr.	Raleigh	12-27-76	1-18-78

INTERSTATE COMPACT FOR EDUCATION[241]

BOARD OF CONTROL FOR SOUTHERN REGIONAL EDUCATION[242]

4	Rep. Carl J. Stewart, Jr.	Gastonia	12-3-73	6-30-77
3	Rep. Dwight W. Quinn	Kannapolis	12-4-74	6-30-78
2	Dr. William C. Friday	Chapel Hill	1-9-76	6-30-79
1	George Douglas Carroll	Greensboro	7-1-76	6-30-80

237 The Disciplinary Hearing Commission of the North Carolina State Bar consists of fifteen members, ten of whom must be members of the North Carolina State Bar. The other five shall not be licensed to practice law. Three of them are appointed by the governor, one by the speaker of the House, and one by the lieutenant governor. The council designates one of its appointees as chairman. Following initial staggered terms, members serve for three years. S.L., 1975, c. 582, s. 6; G.S. 84-28.1.

238 The Crime Study Commission consists of nine members who serve two-year terms. Three are appointed by the governor, three by the president of the Senate, and three by the speaker of the House. Appointees are to be members or former members of the General Assembly. The commission elects a chairman from its membership. Subsequent appointments begin on July 1 of the year of the appointment, and each member serves until his successor is appointed. S.L., 1973, c. 801; G.S. 143-521, 523.

239 The law provides for appointments by county commissioners of the counties comprising the regional authority. When the area of operation of a regional housing authority consists at any time of an even number of counties, the governor appoints one additional commissioner to such authority, except that such term shall end at any time that the area of operation is changed so as to consist of an odd number of counties. The governor's appointee serves for five years. G.S. 157-36.

240 The State Education Assistance Authority consists of seven members appointed by the governor for four-year terms. The board elects its chairman. G.S. 116-203.

241 See Education Commission for the States, page 555, for names of members.

242 The Board of Control for Southern Regional Education consists of the governor, who serves ex officio during his term of office, and four additional members appointed by the governor for four-year terms. At least one of the gubernatorial appointees shall be selected from the field of education and at least one shall be a member of the legislature. S.L., 1957, res. 27.

SOUTHERN GROWTH POLICIES BOARD[243]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
2	Thomas J. Harrelson	Southport	10-25-73	
1	William P. Garrabrant	Raleigh	7-23-74	

SOUTHEASTERN INTERSTATE FOREST FIRE PROTECTION COMPACT ADVISORY COMMITTEE[244]

1	Fred R. Dorsey	East Flat Rock	10-27-75
2	T. Cass Ballenger	Hickory	10-27-75
3	Melvin R. Daniels, Jr.	Elizabeth City	10-27-75
4	Joseph J. Harrington	Lewiston	10-27-75
5	Martin F. Fox	Bolton	10-27-75
6	Bruce Powell	Waynesville	10-27-75

COMMISSION TO STUDY THE UTILITIES SYSTEM OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL[245]

14	Ernest F. Patterson	Chapel Hill	4-15-76
15	James C. Wallace	Chapel Hill	4-26-76
8	Flora Garrett	Hillsborough	5-20-76

THE CENTRAL ORPHANAGE OF NORTH CAROLINA BOARD OF DIRECTORS[246]

1	Dr. John B. Hardy, Jr.	Oxford	2-28-74	5-9-77
2	Charles Flournoy Jones, Jr.	Oxford	2-28-74	5-9-77
3	Michele Blache Scott	Oxford	12-6-74	5-9-77
4	Frank Carleton Lebron	Oxford	12-6-74	5-9-77
5	Susan Titcomb Creighton	Oxford	12-6-74	4-9-77

BOARDS GOVERNING INSTITUTIONS OF HIGHER EDUCATION

NORTH CAROLINA AGRICULTURAL AND TECHNICAL STATE UNIVERSITY BOARD OF TRUSTEES[247]

1	C. C. Griffin	Concord	7-1-73	6-30-75
2	Richard D. Levy	Greensboro	7-1-73	6-30-75
3	Robert L. Linton	Greensboro	7-1-73	6-30-77
4	John C. Hawkins	Greensboro	7-1-73	6-30-77
4	Henry H. Shavitz	High Point	10-21-75	6-30-77

243 The Southern Growth Policies Board consists of five members from each party state, two of whom are residents of the state appointed by the governor to serve at his pleasure. In addition, the governor and one member appointed by the presiding officer of each house serve as members. Criteria for membership are included in the law. S.L., 1973, c. 200, s. 1; G.S. 143-492.

244 The Southeastern Interstate Forest Fire Protection Compact Advisory Committee consists of one person selected by the governor from the Senate and one from the House, with an alternate for each. Appointments are made at any time before adjournment of each regular session of the legislature. The governor also appoints two representatives at large, one of whom is associated with the forestry or forest products industry. The secretary of natural and economic resources serves as compact administrator. G.S. 113-60.11, 60.14.

245 The Commission to Study the Utilities System of the University of North Carolina at Chapel Hill was set up by the 1971 General Assembly. The commission consists of a chairman and not more than fifteen other members. The chairman is designated by the governor. Representatives of specified boards and commissions must be among the appointees, and there are also two or more persons with expert knowledge of each type of utility involved. The governor makes the appointments. The commission was to complete its study within six months of its appointment though the governor was authorized to extend the commission for an additional six months for good cause. S.L., 1971, c. 723, s. 1.

246 The Board of the Central Orphanage consists of thirteen members, eight of whom are appointed by the General Assembly and five of whom are citizens from Granville County, appointed by the governor for four years. G.S. 115-345, 346.

247 The 1971 legislation reorganizing higher education in North Carolina provided for revision with regard to the board of trustees of the sixteen institutions comprising the university system, to be effective July 1, 1973. As of that date, each of the constituent institutions would have a board of trustees composed of thirteen persons, eight of whom would be elected by the Board of Governors of the University of North Carolina, four of whom would be appointed by the governor, and the president of the student government of the particular school, ex officio. Following initial staggered terms, trustees serve four years. Various details concerning membership on the boards are included in the law. Each board elects its own chairman and other officers. S.L., 1971, c. 1244, s. 1; G.S. 116-31, 32.

APPALACHIAN STATE UNIVERSITY BOARD OF TRUSTEES[248]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	John A. Garwood	North Wilkesboro	7-1-73	6-30-75
			7-1-75	6-30-79
2	Gorden L. Goodson	Lincolnton	7-1-73	6-30-75
			7-1-75	6-30-79
3	Dr. Fred C. Miller	Jonesville	7-1-73	6-30-77
4	George Perry Greene	Boone	7-1-73	6-30-77

EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES[249]

1	Herb Lee	Greenville	7-1-73	6-30-75
2	William L. Powell	Goldsboro	7-1-73	6-30-75
			7-1-75	6-30-79
3	Dr. Donald L. Copeland	Clinton	7-1-73	6-30-77
4	Dr. J. Earl Danieley	Burlington	7-1-73	6-30-77
			7-1-75	6-30-79

ELIZABETH CITY STATE UNIVERSITY BOARD OF TRUSTEES[250]

1	Frank W. Ballance	Warrenton	7-1-73	6-30-75
			7-1-75	6-30-79
2	Mrs. O. F. Gilbert, Jr.	Elizabeth City	7-1-73	6-30-75
			7-1-75	6-30-79
3	Dr. Charles Johnson	Durham	7-1-73	6-30-77
4	Robert L. Poston	Elizabeth City	7-1-73	6-30-77

FAYETTEVILLE STATE UNIVERSITY BOARD OF TRUSTEES[251]

1	Jackson F. Lee, *chairman*	Fayetteville	7-1-73	6-30-75
			7-1-75	6-30-79
2	Alexander Barnes	Durham	7-1-73	6-30-75
			7-1-75	6-30-79
3	Bessie McDonald Landis	Parkton	7-1-73	6-30-77
4	Robert Cellner	Fayetteville	7-1-73	6-30-77

NORTH CAROLINA CENTRAL UNIVERSITY BOARD OF TRUSTEES[252]

1	Billy M. Sessoms	Durham	7-1-73	6-30-75
			10-21-75	6-30-79
2	Mrs. Eddie Cameron	Durham	7-1-73	6-30-75
3	James Hawkins	Durham	7-1-73	6-30-77
4	Milton E. Harrington	Durham	7-1-73	6-30-77
2	Cicero M. Green, Jr.	Durham	10-21-75	6-30-79

248 See footnote 247.
249 See footnote 247.
250 See footnote 247.
251 See footnote 247.
252 See footnote 247.

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH BOARD OF TRUSTEES[253]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Philip Henry Pitts	Morganton	7-1-73	6-30-75
			7-1-75	6-30-79
2	Zeno Olen Ratcliff, Jr.	Pantego	7-1-73	6-30-75
			7-1-75	6-30-79
3	James M. Peden, Jr.	Raleigh	7-1-73	6-30-77
4	Walter W. Dickson	Gastonia	7-1-73	6-30-77

PEMBROKE STATE UNIVERSITY BOARD OF TRUSTEES[254]

1	Dr. Ernest Brown	Lumberton	7-1-73	6-30-75
2	Juddie A. Revels	Pembroke	7-1-73	6-30-75
3	Fred Musselwhite	Lumberton	7-1-73	6-30-77
4	Janie Maynor Locklear	Pembroke	7-1-73	6-30-77
1	John Robert Jones	Pembroke	10-15-75	6-30-79
2	William Lonnie Revels	Greensboro	10-15-75	6-30-79

UNIVERSITY OF NORTH CAROLINA AT ASHEVILLE BOARD OF TRUSTEES[255]

1	Mrs. Charles D. Owen, Jr.	Asheville	7-1-73	6-30-75
			7-1-75	6-30-79
2	Frell MacDonald Owl	Cherokee	7-1-73	6-30-75
			7-1-75	6-30-79
3	Garza Baldwin, Jr.	Asheville	7-1-73	6-30-77
4	Dr. Otis B. Michael	Asheville	7-1-73	6-30-77
4	Dershie Bridgford McDevitt	Asheville	7-27-76	6-30-77

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL BOARD OF TRUSTEES[256]

1	John A. Wilkinson	Washington	7-1-73	6-30-75
			7-1-75	6-30-79
2	A. Leon Capel, Jr.	Troy	7-1-73	6-30-75
			7-1-75	6-30-79
3	Walter Davis	Midland	7-1-73	6-30-77
4	Charles R. Jonas, Jr.	Charlotte	7-1-73	6-30-77

UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE BOARD OF TRUSTEES[257]

1	Dr. William E. Bluford	Charlotte	7-1-73	6-30-75
			9-24-75	6-30-79
2	F. Douglas Biddy	Durham	7-1-73	6-30-75
			9-24-75	6-30-79
3	Margaret King (Mrs. Parks)	Charlotte	7-1-73	6-30-77
4	Mary Jarrett Adair	Newton	7-1-73	6-30-77

253 See footnote 247.
254 See footnote 247.
255 See footnote 247.
256 See footnote 247.
257 See footnote 247.

UNIVERSITY OF NORTH CAROLINA AT GREENSBORO BOARD OF TRUSTEES[258]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Robert Davis	High Point	7-1-73	6-30-75
2	Barbara Sigmon Abernethy	Hickory	7-1-73	6-30-75
			7-1-75	6-30-79
3	Thomas S. Douglas III	Winston-Salem	7-1-73	6-30-77
			7-1-75	6-30-79
4	Doretha H. Black	Winston-Salem	7-1-73	6-30-77
4	Sara C. Ferguson Taylor	Greensboro	11-23-76	6-30-77

UNIVERSITY OF NORTH CAROLINA AT WILMINGTON BOARD OF TRUSTEES[259]

1	Ann Davis	Rocky Point	7-1-73	6-30-75
			7-18-75	6-30-79
2	Harold Gene Troy	Whiteville	7-1-73	6-30-75
			7-18-75	6-30-79
3	Dr. John Codington	Wilmington	7-1-73	6-30-77
4	Thomas Wright	Wilmington	7-1-73	6-30-77

WESTERN CAROLINA UNIVERSITY BOARD OF TRUSTEES[260]

1	John Gloyne	Cherokee	7-1-73	6-30-75
			7-1-75	6-30-79
2	Hazen Ledford	Burnsville	7-1-73	6-30-75
			7-1-75	6-30-79
3	Orville Dillard Coward	Sylva	7-1-73	6-30-77
4	Jack M. Hennessee	Sylva	7-1-73	6-30-77

WINSTON-SALEM STATE UNIVERSITY BOARD OF TRUSTEES[261]

1	Richard D. Messinger	Salisbury	7-1-73	6-30-75
2	Barbara K. Phillips	Winston-Salem	7-1-73	6-30-75
			7-1-75	6-30-79
3	John W. Dowdle, Jr.	Winston-Salem	7-1-73	6-30-77
4	James E. Mack	High Point	7-1-73	6-30-77
1	William Frank Maready	Winston-Salem	10-21-75	6-30-79

NORTH CAROLINA SCHOOL OF THE ARTS BOARD OF TRUSTEES[262]

1	Mrs. William Cecil	Asheville	7-1-73	6-30-75
2	Mrs. Madeline Van Metre	Winston-Salem	7-1-73	6-30-75
3	Mrs. Alex Bernhardt	Lenoir	7-1-73	6-30-77
4	Mrs. Robert W. Newsom	Greensboro	7-1-73	6-30-77
1	Mrs. Grace J. Rohrer	Raleigh	1-6-77	6-30-79
2	Anne Bagnal	Winston-Salem	1-6-77	6-30-79

258 See footnote 247.
259 See footnote 247.
260 See footnote 247.
261 See footnote 247.
262 See footnote 247.

NORTH CAROLINA SCHOOL OF THE ARTS ADVISORY BOARD[263]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	Merce Cunningham	New York	10-6-75	6-30-83
3	Robert Joffrey	New York	10-6-75	6-30-83
4	Nathalie Gleoboff	New York	10-6-75	6-30-83
7	James Christian Pfohl	Reston	10-6-75	6-30-83
9	Helen Hayes	Nyack	10-6-75	6-30-83
10	William Schuman	New York	10-6-75	6-30-83
11	Jean Dalyrmple	New York	10-6-75	6-30-83
5	Nananne Porcher	New York	3-19-76	6-30-77
8	Robert Timberlake	Lexington	3-19-76	6-30-81
12	Rudolph Serkin	Philadelphia	3-19-76	6-30-79
13	Robert Shaw	Atlanta	3-19-76	6-30-81
14	Osborne B. Hardison, Jr.	Washington	3-19-76	6-30-81
15	Geomaine Bree	Winston-Salem	3-19-76	6-30-79

JUDICIAL OFFICIALS AND RELATED APPOINTMENTS

SPECIAL JUDGES OF THE SUPERIOR COURT[264]

1	Jerry S. Alvis	Raleigh	10-1-74	6-30-75
			7-1-75	6-30-79
3	Ralph A. Walker	Greensboro	10-1-74	6-30-75
			7-1-75	6-30-79
2	Robert Ross Browning	Greenville	10-8-74	6-30-75
			7-1-75	6-30-79
4	Donald Smith	Cary	1-6-75	6-30-75
			7-1-75	6-30-79
5	James M. Baley, Jr.	Asheville	1-6-75	6-30-75
			7-1-75	6-30-79
6	Robert L. Gavin	Southern Pines	1-6-75	6-30-75
			7-1-75	6-30-79
7	Ronald Barbee	Greensboro	8-1-75	6-30-79
8	William Thomas Graham	Winston-Salem	8-1-75	6-30-79
1	David Iverson Smith	Burlington	6-30-76	6-30-79

JUDICIAL COUNCIL[265]

1	Kyle Hayes	North Wilkesboro	1-22-74	6-30-75
			8-4-75	6-30-77
2	Claud R. Wheatly, Jr.	Beaufort	1-22-74	6-30-75
			8-4-75	6-30-77

JUDICIAL STANDARDS COMMISSION[266]

2	Marvin B. Koonce, Jr.	Raleigh	2-25-76	12-31-81

263 The Advisory Board of the School of the Arts consists of at least ten people who have achieved national or international distinction as performers, playwrights, or composers. They serve eight-year terms. G.S. 116-67.

264 The governor may appoint eight special judges for four-year terms. G.S. 7A-45.

265 The Judicial Council is composed of the chief justice of the supreme court or a designee justice; the chief justice of the court of appeals or a designee judge; two judges of a superior court and one of a district court; the attorney general or designee; and ten additional members, two of whom are appointed by the governor, two by the president of the Senate from the members of the Senate, and two representatives appointed by the speaker of the House; and four named by the council of the North Carolina State Bar. Terms extend from the time of appointment until June 30 of the next odd-numbered year. The supreme court representative serves as chairman. G.S. 7A-400 through G.S. 7A-404.

266 The Judicial Standards Commission consists of one court of appeals judge, one superior court judge, and one district court judge, each appointed by the chief justice of the supreme court; two members of the state bar who have actively practiced law for at least ten years, elected by the State Bar Council; and two citizens who are not judges, active or retired, or members of the state bar, appointed by the governor. The court of appeals judge serves as chairman. Terms are for six years, following initial staggered terms. S.L., 1971, c. 590; G.S. 7A-375.

LICENSING BOARDS[267]

NORTH CAROLINA BOARD OF ARCHITECTURE[268]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
5	J. Hyatt Hammond	Asheboro	6-1-73	4-8-78
4	Herschel Gray Walters	Charlotte	5-21-74	4-8-79
3	W. Edward Jenkins	Greensboro	12-5-75	4-8-80
2	James L. Padgett	Asheville	7-1-76	4-8-81

NORTH CAROLINA AUCTIONEERS COMMISSION[269]

4	Kenneth W. Teague, Sr., *chairman*	Burlington	8-29-73	6-30-76
			7-12-76	6-30-79
	W. W. Kennedy	Kinston	8-29-73	6-30-75
			8-13-75	6-30-78
1	Calvin C. Henson	Franklin	8-13-75	6-30-78

STATE BOARD OF BARBER EXAMINERS[270]

1	Leroy Stocks, *chairman*	Whiteville	12-21-73	7-1-79
2	Walter Lloyd Miles	Winston-Salem	7-1-76	7-1-81

NORTH CAROLINA STATE BOARD OF CERTIFIED PUBLIC ACCOUNTANT EXAMINERS[271]

3	Robert G. Sanford, *president*	Charlotte	12-7-73	6-30-76
			9-27-76	6-30-79
4	Junius H. Terrell	Chapel Hill	12-7-73	6-30-76
			7-1-76	6-30-79
1	McRobert T. Daniel	Winston-Salem	7-1-74	6-30-77
2	Dr. John E. Koonce	Raleigh	7-1-74	6-30-77
4	J. A. Grisette	Lenoir	9-27-76	6-30-79

STATE BOARD OF COSMETIC ART EXAMINERS[272]

1	Mrs. Barbara Strickland Johnson	Durham	9-23-74	6-30-78
2	Zada A. Noe (Mrs. Charles B.), *chairman*	Beaufort	9-23-74	6-30-77
3	Hattie Jackson Poe (Mrs. Henry J.)	Charlotte	9-23-74	6-30-77

267 Licensing boards which function as part of one of the major departments are included with the several boards and commissions of those agencies.

268 The North Carolina Board of Architecture consists of five members appointed by the governor for five-year terms. All members must have been engaged in the practice of architecture for at least ten years. G.S. 83-2.

269 The North Carolina Auctioneers Commission consists of five members appointed by the governor, at least three of whom must be from nominations submitted by the Auctioneers Association of North Carolina. Following initial staggered terms, members are appointed for three years. Additional details are given in the law. S.L., 1973, c. 552, s. 3; G.S. 85B-3.

270 The State Board of Barber Examiners consists of three members appointed by the governor for six-year terms. Each member must be an experienced barber, having practiced barbering in North Carolina for at least five years. G.S. 86-6.

271 The North Carolina State Board of Certified Public Accountant Examiners consists of four members appointed by the governor for three-year terms. G.S. 93-12.

272 The State Board of Cosmetic Art Examiners consists of three members appointed by the governor for three-year terms. At least one member must be an experienced cosmetologist who has practiced at least five years and who is not connected with any cosmetic school, college, or academy. The 1973 legislature increased the membership of the board to five, but the 1975 General Assembly decreased it again to three, with the provision that the board operate at its then present structure until July 1, 1977. S.L., 1973, c. 1360, s. 1; S.L., 1975, c. 857, ss. 2, 3; G.S. 88-13.

STATE BOARD OF COSMETIC ART EXAMINERS (CONTINUED)

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
4	Maynard Anthony	Matthews	9-23-74	6-30-78
5	Mrs. Louise Lanier Warren	Walnut Cove	9-23-74	6-30-79
5	Phillip Charles (Pete) Williams	Troutman	3-1-75	6-30-79

BOARD OF EXAMINERS OF ELECTRICAL CONTRACTORS[273]

1	Charles Bruce Sparrow	Charlotte	3-18-74	4-15-76
			4-17-76	4-15-79
2	Oscar Greene, Jr.	Kinston	6-28-74	4-15-77
3	Wayland P. Seagraves	Raleigh	4-15-75	4-15-78

STATE BOARD OF REGISTRATION FOR FORESTERS[274]

1	Fred M. White	Durham	10-10-75	6-30-79
2	Bernice H. Corpening	Asheville	10-10-75	6-30-77
3	Wallace G. Cawthorne	Wilson	10-10-75	6-30-80
4	Wallace W. Wicks	Maysville	10-10-75	6-30-78
5	Paul Brandon Barringer	Weldon	10-10-75	6-30-76
5	Trawick (Buzzy) Stubbs, Jr.	New Bern	9-15-76	6-30-81

STATE LICENSING BOARD FOR GENERAL CONTRACTORS[275]

5	N. Carl Monroe	Greensboro	4-15-74	12-31-78
4	Leslie Olen Chapman	Charlotte	4-23-75	12-31-79
3	John Lea Sally	Raleigh	4-6-76	12-31-80
2	G. Perry Greene, Sr.	Boone	1-6-77	12-31-81

NORTH CAROLINA STATE HEARING AID DEALERS AND FITTERS BOARD[276]

4	Harlan Seigler Cato, *president*	Greensboro	1-9-74	9-24-77
6	Dr. Carter S. Bagley	Asheville	2-15-74	9-24-77
5	Dr. Robert B. Jones	Wilmington	2-15-74	9-24-77
3	Charles W. Farlow	High Point	2-12-75	9-24-78
2	Jerry K. Green	Charlotte	12-12-75	9-24-79
3	Ray O. Bedsaul	Winston-Salem	6-9-76	9-24-78
1	Hubert Tracy Smith, Jr.	Greenville	9-30-76	9-24-80

273 The Board of Examiners of Electrical Contractors consists of three members appointed by the governor for three-year terms plus a representative of the Department of Insurance, appointed by the insurance commissioner, and a representative of the North Carolina Association of Electrical Contractors, selected by the governing body of that organization. The governor's appointees are selected from groups specified in the law. G.S. 87-39.

274 The State Board of Registration for Foresters consists of four practicing registered foresters and one at-large member appointed by the governor for five years. Additional details are included in the law. Provision was made for initial staggered terms. S.L., 1975, c. 531, s. 3; G.S. 89B-3.

275 The State Licensing Board for General Contractors consists of five members appointed by the governor for five-year terms. At least one member must be in the business of highway construction, one in the business of public utilities, and one in the business of construction of buildings. G.S. 87-2.

276 The North Carolina State Hearing Aid Dealers and Fitters Board consists of six members appointed by the governor for four-year terms, plus an audiologist, selected from a list of two audiologists, who serves for two years. Details with regard to qualification of members are spelled out in the law. G.S. 93D-3(a)(b).

HOUSE MOVERS LICENSING BOARD[277]

Position No.	Name of Appointee	Address	Date Appointed	Date of Expiration
1	H. Carlton Barbour	Benson	8-1-75	6-30-79
2	James M. (Bill) Penny	Raleigh	8-1-75	6-30-79
3	L. G. Lance	Raleigh	8-1-75	6-30-79

NORTH CAROLINA LICENSING BOARD OF LANDSCAPE ARCHITECTS[278]

4	Charles Erwin Burkhead, *chairman*	Raleigh	12-11-73	7-1-77
5	Manley Clayton Lewis	Greensboro	12-11-73	7-1-77
3	C. Lamar Bunn	Raleigh	9-15-75	7-1-79
1	Charles L. (Dan) Sears, Jr.	Raleigh	12-1-76	7-1-80
2	Lee Rolla McLaren	Charlotte	12-1-76	7-1-80

NORTH CAROLINA LANDSCAPE CONTRACTORS' REGISTRATION BOARD[279]

1	Giles Tilden Crowell	Lexington	12-1-75	12-1-76
			12-10-76	12-1-79
2	Manley Clayton Lewis	Greensboro	12-1-75	12-1-77

NORTH CAROLINA BOARD OF MORTUARY SCIENCE[280]

1	Stuart L. Cozort, Jr.	Sanford	2-20-76	6-30-77

NORTH CAROLINA BOARD OF NURSING[281]

2	Audrey J. Booth	Durham	12-18-73	1-1-77
			1-7-77	1-1-81
3	Mrs. Bessie W. Funderburg	Wilmington	8-23-74	1-1-78
4	Sammy Griffin	Burlington	8-23-74	1-1-78
5	Mrs. Cora Rising Clargo	Winston-Salem	8-23-74	1-1-78
6	Mrs. Carolyn W. Ashburn	Yadkinville	8-23-74	1-1-78
7	Mrs. Nancy E. Titus	Raleigh	8-23-74	1-1-78
8	Sylvene Osteen Spickerman	Greenville	7-23-76	1-1-79
9	Dr. Ernest W. Furgurson	Plymouth	7-23-76	1-1-79
10	John C. Blanton	Ahoskie	7-23-76	1-1-79
11	Robert L. Wall	Concord	7-23-76	1-1-80
12	Mary Ann Brewer	Hudson	7-23-76	1-1-80
5	Hettie Garland Nagel	Asheville	11-29-76	1-1-78

277 The House Movers Licensing Board consists of seven members, three of whom are appointed by the governor, two of whom are appointed by the speaker of the House, and two of whom are appointed by the lieutenant governor. Of the governor's appointees, one must be a member of the house-moving industry, one from the Department of Transportation, and one from the Highway Patrol. The law does not specify the length of terms. S.L., 1975, c. 366; G.S. 136-44.30.

278 The North Carolina Licensing Board of Landscape Architects consists of five members appointed by the governor for four-year terms. Each member must have been engaged in the practice of landscape architecture in North Carolina for at least five years. G.S. 89A-3.

279 The North Carolina Landscape Contractors' Registration Board consists of nine members, two of whom are appointed by the commissioner of agriculture, two of whom are appointed by the governor, and five of whom are appointed by the Board of Directors of the North Carolina Association of Nurserymen. Details with regard to qualifications for membership are included in the law. Following initial staggered terms, appointments are for three years. S.L., 1975, c. 741, s. 4(a); G.S. 89D-4.

280 The North Carolina Board of Mortuary Science consists of seven representatives of the funeral service profession to be elected as outlined in the statute plus the chairman of the Commission for Health Services, ex officio, and one public member of the board appointed by the governor. Provision is made for initial staggered terms. The governor's appointee, following an initial term ending June 30, 1977, serves for four years. The board was created as a continuation of the North Carolina Board of Embalmers and Funeral Directors. S.L., 1975, c. 571, s. 1; G.S. 90-210.18(b)(c).

281 The North Carolina Board of Nursing consists of twelve members appointed by the governor for four-year terms. Five members must be registered nurses, two must be physicians, two must be administrators of hospitals operating or associated with educational units in nursing, and three must be licensed practical nurses. G.S. 90-159(a)(b).

STATE BOARD OF EXAMINERS FOR NURSING HOME ADMINISTRATORS[282]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
1	E. Autry Dawsey, *chairman*	Whiteville	9-28-73	6-30-75
			12-12-75	6-30-78
2	Rev. Joseph Coble	Durham	9-28-73	6-30-76
3	Richard A. Short	High Point	9-28-73	6-30-75
4	Frederic E. Sturmer	Tobaccoville	9-28-73	6-30-75
			12-12-75	6-30-78
5	Henry H. Danieley	Burlington	9-28-73	6-30-76
			7-27-76	6-30-79
6	Dr. Theodore F. Hahn	Rutherfordton	9-28-73	6-30-75
			12-12-75	6-30-78
8	Rev. Harold J. Cobb	Durham	10-19-73	6-30-76
3	Philip S. Brown	Southern Pines	12-12-75	6-30-78
2	James Ralph Garrett, Jr.	Durham	7-27-76	6-30-79
8	Barney W. English	Snow Hill	7-27-76	6-30-79

STATE BOARD OF EXAMINERS OF PLUMBING AND HEATING CONTRACTORS[283]

1	Eugene A. Luquire, Jr.	Durham	8-8-74	4-25-80
2	J. Frank Seely	Raleigh	8-8-74	4-25-81
3	H. Lee Coward	Goldsboro	4-28-75	4-25-82
5	Dr. Emil T. Chanlett	Chapel Hill	6-19-75	4-25-77
4	Wade Henry Pyatt	Marion	5-3-76	4-25-83

STATE BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS[284]

1	William I. Bigger	Raleigh	2-6-74	12-31-78
2	Howard E. McCauley	Charlotte	2-6-74	12-31-78
6	H. Nelson Sellers	Fayetteville	2-4-75	12-31-79
7	James R. Burrow	King	7-25-75	12-31-80
5	Larry D. Nixon	Raleigh	1-26-76	12-31-80
4	Andrew L. Henderson	Cary	12-31-76	12-31-81

NORTH CAROLINA REAL ESTATE LICENSING BOARD[285]

5	C. Bayless Ridenhour, *chairman*	Concord	10-29-73	7-31-76
			7-31-76	7-31-79
2	Edwin Wright Tenney, Jr.	Chapel Hill	2-19-74	7-31-75
			12-5-75	7-31-78
3	Joe Oliver Brewer	Wilkesboro	8-12-74	7-31-77
4	Rufus Leo Brock	Mocksville	8-12-74	7-31-77
1	James Edward Poole	Spring Lake	12-5-75	7-31-78

282 The State Board of Examiners for Nursing Home Administrators consists of seven members plus the secretary of human resources or his designee ex officio. The governor appoints the members with qualifications as specified in the law. Following initial staggered terms, members serve three years. S.L., 1973, c. 728; G.S. 90-277.

283 The State Board of Examiners of Plumbing and Heating Contractors consists of seven members appointed by the governor to seven-year terms. Details with regard to membership are included in the law. G.S. 87-16.

284 The State Board of Registration for Professional Engineers and Land Surveyors consists of four professional engineers and three registered land surveyors appointed by the governor. Details with regard to the appointments are included in the law. Terms are for five years, following initial staggered terms. S.L., 1975, c. 681, s. 1; G.S. 89C-4.

285 The North Carolina Real Estate Licensing Board consists of five members appointed by the governor for three-year terms. Two must be licensed real estate brokers or salesmen. G.S. 93A-3.

STATE BOARD OF REFRIGERATION EXAMINERS[286]

Position No.	Name of Appointee	Address	Date Appointed	Date of Expiration
5	Dr. Emil T. Chanlett	Chapel Hill	3-24-75	1-1-82
7	Francis Henry Worsley	Greenville	3-24-75	1-1-81
6	John C. Lumsden	Raleigh	3-24-75	1-1-80
5	Dr. Parker C. Reist	Chapel Hill	7-8-75	1-1-82
4	Richard B. Knight	Raleigh	12-7-76	1-1-83

STATE BOARD OF SANITARIAN EXAMINERS[287]

5	Carlton S. Harrell	Burgaw	8-20-74	12-15-77
6	Jesse Simeon Canady	Fayetteville	8-20-74	12-15-77
3	William M. Haislip	Charlotte	3-14-75	12-15-78
4	David Simpson	Franklin	3-14-75	12-15-78
3	Hamilton Wright Stevens	Kenansville	10-14-75	12-15-78
1	William C. McIntire, Jr.	Greensboro	12-7-76	12-15-79
2	Edward M. Wilkins	Lumberton	12-7-76	12-15-79

BOARD OF EXAMINERS FOR SPEECH AND LANGUAGE PATHOLOGISTS AND AUDIOLOGISTS[288]

1	Robert G. Paul	Durham	9-29-75	9-30-77
2	W. Garrett Hume	Greenville	9-29-75	9-30-79
3	Mariana Newton, *chairman*	Greensboro	9-29-75	9-30-80
4	Helen M. A. Gooden	Elizabethtown	9-29-75	9-30-76
5	Dr. William Paul Biggers	Chapel Hill	9-25-75	9-30-78

NORTH CAROLINA VETERINARY MEDICAL BOARD[289]

5	Dr. Ralph L. Williams	Raleigh	12-11-73	7-1-78
4	Dr. Dennis Lee Jackson	Fayetteville	8-12-74	7-1-79
3	Dr. James E. Reed	Gastonia	8-28-75	7-1-80
2	Dr. Benjamin D. Harrington	Raleigh	8-2-76	7-1-81

NORTH CAROLINA STATE BOARD OF EXAMINERS IN WATCHMAKING AND REPAIRING[290]

3	Roger Clark De Fluiter	Landrum	1-10-75	7-1-75
			9-12-75	7-1-79
4	Jesse C. Temple	Winston-Salem	1-10-75	7-1-78
5	Joseph C. Crooks, Jr.	Mooresville	1-10-75	7-1-77
2	Albert F. Rhodes, *chairman*	Wilmington	9-12-75	7-1-79
1	Walter L. Hanson	Charlotte	7-1-76	7-1-80
3	Carl Owen Dewar	Durham	8-2-76	7-1-79

286 The State Board of Refrigeration Examiners consists of seven members appointed by the governor, the term of office designated by the governor so that the term of one member expires each year. Thereafter each year the governor fills the vacancy thus created. G.S. 87-52.

287 The State Board of Sanitarian Examiners consists of nine members, six of whom are appointed by the governor and three of whom serve ex officio. The governor's appointees include four sanitarians, one local health director, and one citizen. Appointments are for four years. G.S. 90A-2.

288 The Board of Examiners for Speech and Language Pathologists and Audiologists consists of five members appointed by the governor. Following initial staggered terms, members serve five years. Criteria for membership are spelled out in the law. S.L., 1975, c. 773; G.S. 90-303.

289 The North Carolina Veterinary Medical Board consists of five members appointed by the governor. Members serving at the time the law was amended were to complete their terms. In addition to the five appointees of the governor, the commissioner of agriculture biennially appoints the state veterinarian or a North Carolina licensed veterinarian from the staff of a North Carolina department or institution. The governor's appointees serve five-year terms. S.L., 1973, c. 1106, s. 1; G.S. 90-182.

290 The North Carolina State Board of Examiners in Watchmaking and Repairing consists of five members, each of whom shall be a practicing watchmaker who has followed his occupation for at least two years. Members serve four-year terms. G.S. 93C-2.

STATE BOARD OF WATER WELL CONTRACTOR EXAMINERS[291]

Position No.	*Name of Appointee*	*Address*	*Date Appointed*	*Date of Expiration*
5	Michael Peter Bell	Greenville	10-15-74	12-31-76
			12-14-76	12-31-79
7	Landon K. Fender	Enka	10-15-74	12-31-76
1	Worth F. Pickard	Sanford	3-21-75	12-31-77
2	Robert C. Troy	Greensboro	3-21-75	12-31-77
3	Manley S. Martin, *chairman*	Warrenton	3-21-75	12-31-77
4	Harry M. Peek	Raleigh	3-21-75	12-31-77
6	H. C. Huffman	Hickory	3-21-75	12-31-77
7	Willard A. Southerland, Jr.	Raleigh	12-19-75	12-31-76
			12-14-76	12-31-79

STUDY COMMISSIONS, ADVISORY COUNCILS, NONSTATUTORY BOARDS, AND MISCELLANEOUS APPOINTMENTS[292]

Appalachian National Scenic Trail Advisory Council
Bartram Trail Conference
Coastal Plains Regional Commission
  Agriculture and Forestry Advisory Committee
  Environmental Task Force
  Industrial Development Advisory Committee
  Marine Resources Advisory Committee
College Foundation, Inc., Board of Trustees
Advisory Panel on Design and Construction Practices
North Carolina Drug Advisory Council
North Carolina Fisheries Association, Inc., Board of Directors
Flue-Cured Tobacco Cooperative Stabilization Corporation Public Director
Health Care Excess Liability Fund Board of Directors
North Carolina Health Coordinating Council
Advisory Council on Comprehensive Health Planning
State Historical Records Advisory Board
North Carolina Criminal Justice Information System Security and Privacy Board
Juvenile Code Commission
North Carolina Council on Juvenile Justice and Delinquency Prevention
Committee on Law and Order
State Advisory Council to the Legal Services Corporation
Learning Institute of North Carolina Board of Directors
North Carolina Manpower Planning Council
North Carolina Manpower Services Council
North Carolina Marine Resources Center Administrative Board
Mental Health Study Commission
Office of Minority Business Enterprise Advisory Board
Nutrition Advisory Committee
North Carolina Organized Crime Prevention Council
Commission on Correctional Programs

291 The State Board of Water Well Contractor Examiners consists of seven members appointed by the governor for three-year terms. Details regarding membership are included in the law. G.S. 87-70.

292 The governor makes many other appointments, including members of study commissions, advisory councils, nonstatutory boards, and quasi-governmental organizations. Some of these are established by executive orders of the governor, some by state agencies, and some by federal legislation. Though many of these function actively, submit reports, and produce results which have a lasting effect on state government, space limitations prevent the listing of all individuals appointed to serve on these bodies.

STUDY COMMISSIONS, ADVISORY COUNCILS, NONSTATUTORY BOARDS, AND MISCELLANEOUS APPOINTMENTS (CONTINUED)

North Carolina Department of Correction Prison Enterprises Board of Directors
North Carolina Productivity Commission
North Carolina Public Employee Deferred Compensation Plan Board of Trustees
State Committee for Racially Nondiscriminatory Public Post-Secondary Education
Roanoke Island Historical Association
Commission on Sentencing, Criminal Punishment and Rehabilitation
North Carolina State Employee Awards Committee
North Carolina Commissioners of the National Conference of Commissioners on Uniform State Laws
Governor's Committee on Jobs for Veterans
Veterans Day Chairman
State Advisory Council on Vocational Education
Western Mansion Committee

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Memory F. Mitchell, editor of *Addresses and Public Papers of James Eubert Holshouser, Jr.*, is historical publications administrator of the Division of Archives and History, Department of Cultural Resources. She serves as chief of the Historical Publications Section and as editor of the *North Carolina Historical Review.*

A native of Raleigh, Mrs. Mitchell is a graduate of Meredith College. Her J.D. and M.A. degrees are from the University of North Carolina at Chapel Hill. Following graduation from law school, she worked at the Institute of Government in Chapel Hill. She was licensed to practice law in 1947 and served as the first judge of the Cabarrus County Domestic Relations Court. For four years Mrs. Mitchell was administrative assistant with the State Board of Public Welfare; since February, 1956, she has been on the Archives and History staff, first with the State Records Branch of the Archives and Records Section and since July, 1961, in her present position.

Mrs. Mitchell also edited the documentary volumes containing addresses and public papers of Governors Terry Sanford, Dan K. Moore, and Robert W. Scott. She is the author of *Legal Aspects of Conscription and Exemption in North Carolina, 1861-1865,* published by the University of North Carolina Press in 1965. Her articles and book reviews have appeared in a number of scholarly journals, and she served as chairman of the editorial board of the *American Archivist* from 1972 to 1974. She and her husband, Thornton W. Mitchell, won the Robert D. W. Connor Award in 1973 for their two-part article, "The Philanthropic Bequests of John Rex of Raleigh," which was published in the *North Carolina Historical Review.*